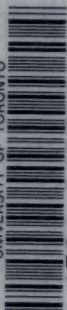
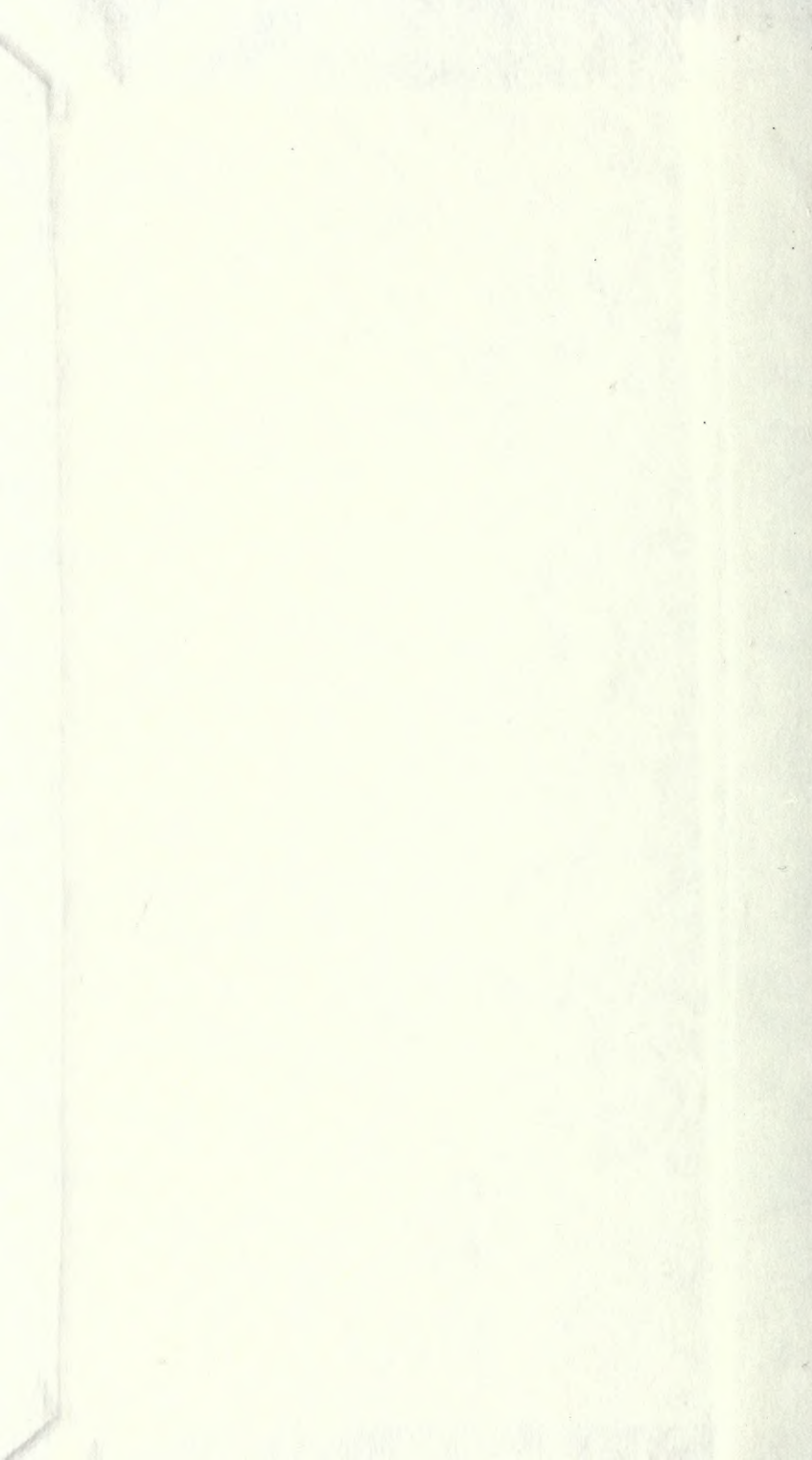


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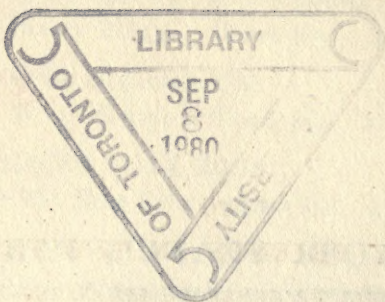
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BARRISTER-AT-LAW, INNER TEMPLE

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TO
ALL MY FRIENDS IN THE TRADE
WHO WILL BE GENEROUS REGARDING ITS
FAULTS AND OMISSIONS I DEDICATE
THIS BOOK

THE AUTHOR

9 Ashburn Place, S.W.
October 1922.

TO

ALL MY FRIENDS IN THE TOWN

WHO WILL BE GRACIOUS ENOUGH

TO READ AND FORGET ME

THIS BOOK

THE AUTHOR

W. L. G. 1852



THE CHEF AT THE HOTEL CHATHAM
By kind permission of Sir William Orpen, K.B.E., R.A.

PREFACE

“When they’re offered to the world in merry guise,
Unpleasant truths are swallowed with a will;
For he who’d make his fellow-creatures wise
Should always gild the philosophic pill.”

W. S. GILBERT, *Bab Ballads*.

THE following pages constitute an attempt to disprove an almost universal fallacy that, in the Art of Innkeeping, there is no other mentor than experience.

But experience founded on ignorance of what we have to learn reminds us of the countryman who looked for his ass while he was mounted on its back.

For, indeed, there is so much to digest that, unless we direct our efforts aright, a lifetime is insufficient to enable us to avoid missing our opportunities.

The need for knowledge and learning is obvious to the Public, if unacknowledged by the Trade, but the exposition is another matter. And when one attempts to appeal to the Brewer, the Licensee, and the Tyro, all at the same time, one is tempted to cry in distress, with Mrs. Malaprop, “You are not like Cerberus, three gentlemen at once, are you?”

Hence, to quote again from the inimitable phrases of that estimable lady, if you find my opinions “as headstrong as an allegory on the banks of the Nile,” and if you fail to find my work “A progeny of learning,” make it “the excuse for a glass,” for you may find it as dry as dust.

“Here’s a health to every friend
Who can struggle to the end.”

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“ Oh, wad some power the giftie gie us
To see oursel's as others see us !
It wad frae monie a blunder free us
And foolish notion.”

ROBERT BURNS.

CHAPTER I

PRELIMINARY

“ Whoe’er has travelled Life’s dull round,
Whate’er his stages may have been,
May sigh to think he still has found
His warmest welcome at an Inn.”

Lines by Shenstone written at an Inn at
Henley-on-Thames.

THE sum invested in Hotels, Inns, and other licensed properties in Great Britain is probably the largest of any country in the Old World, and the money invested in the retail trade constitutes at least nine-tenths of the whole sum invested in the Licensed Trade.

The revenue drawn from the taxation of this Trade is far in excess of any other in this country, so that it may be regarded as the greatest Tax-gatherer in the State.

Great Britain is the only important country in Western Europe innocent of any system for the education of those who desire to embark upon these occupations.

No one, so far as I am aware, has yet even set his hand to writing a book upon the practical considerations designed to guide those who aspire to becoming successful Hotel- and Innkeepers. Herein lies my excuse for this work.

All the books I have seen have been written, either by those whose experience is on the guest’s side of the table, or by those highly skilled geniuses who, for the purposes of their literary productions, have forgotten that we must learn to walk before we can run.

It is, I must confess, very difficult for those who have a great deal of experience to realise how much there is for the tyro to learn, and it is only when one begins to commit one’s views to paper that the still greater difficulty of exposition is felt.

Hence, those who have had experience must necessarily read, here, a great deal that they know already, and I can only hope that they will, perhaps, find that by discussing with me some of the elemental points of our art,

new ideas, which may be of practical use to them, will arise.

For the Hotel, Inn and Licensed House of the future are going to be places of art and distinction, and not as they have been in the past. You see, I am an optimist.

The area of trade must be extended to meet the needs, and the growing needs, of all classes, and then, and not till then, the prejudice against the Licensed House—not altogether an unreasonable one—will disappear.

The Hotels and Inns of Great Britain are, or ought to be, a great national asset and convenience; and those who have the monopoly must realise that, in return for it, they have a public duty to perform.

So let us plunge into the ocean of complex detail and difficulty which surrounds our trade, and see if, by a discussion, we cannot evolve something that will help us on our way.

If, in so doing, we are only able to realise the value of theoretical, as well as practical study of our trade, we shall be well repaid for our trouble.

Although the supply of competent innkeepers has never yet overtaken the demand, anyone who goes into the business, in these days of severe competition, courts disaster if, *at the outset*, he fails to equip himself with full knowledge, not only of the pitfalls that await him, but of the potentialities that he would otherwise miss. The trap-door must ever be kept baited with surprises!

Ours is a business so varied and interesting that the further we go into it the more we find we have to learn, and, for those of us who are experienced, not a week passes but we learn something new and useful.

Therefore, if you read in these pages things which appear to you, in your present position, remote from what you need know, please remember that my design is not merely to give practical advice, but to give you the equipment for thinking for yourself.

One other preliminary observation I must make.

It is almost impossible to avoid a didactic form in expressing thoughts in summary fashion. If, therefore, in the following pages, there is an appearance of laying down the law unduly, the reason must be ascribed to a desire for brevity and clearness.

To the reader I make but one appeal. Let him form

his judgment on my book as a whole, for he who tries to learn by selected reading will succeed like the pedant in Hierocles, who, when offering his house for sale, carried a brick in his pocket as a specimen !

Let us, now, cut the cackle and come to the 'osses.

When the cynic gives advice to those about to be married he says, "Don't." I am very much inclined to give similar advice to the average Briton who thinks of embarking upon the troubled waters of an Hotel or Licensed House, for to him the life presents itself as one of restful dignity, amid surroundings that appeal to his taste. But there is no such thing as masterly inactivity in the Hotel trade, for you cannot fold your legs under the mahogany of the commonplace and succeed. Although one cannot afford to sleep in the carriage on life's journey, an Hotel is, to some, a Castle of Indolence, and that perhaps is why it has not yet become, exclusively, an Englishman's home.

Those who prefer to draw blank cheques on the bank of destiny, in the hope that they will be met, can stand in their bar, and thank God they are as other Innkeepers are, but it is only the Immortals who can afford to say, "As it was in the beginning is now and ever shall be."

But those who feel the real lure of Innkeeping are not influenced by cynicism, and rightly; they have ideals, subconscious, perhaps, far too precious to waste.

I reckon that no calling in the world is so capable of rendering service to one's fellow-men as that of Hotel- and Innkeeping, and is not this the truest test of happiness ?

The influence of the local Innkeeper is as full of potentialities as that of the clergy of any denomination, and they are more frequently realised.

That he should, in any circumstances, be regarded as something of a pariah because of his calling, by the Pharisees of the locality, shows merely a lack of understanding on the part of those who make a profession of "ministering angel to the poor."

None the less it galls those of us who are Licensees, but, if we are inclined to resent the injustice, we can reflect that we have the opportunity of practising what they preach; and while they are claiming the credit, we collar the cash.

The outcast has more supporters than the Unco Guid.

But the aim of this book is business, and therefore I am bound to add that, if we are to judge the Trade by the conditions at present prevailing, and by the majority of those engaged in it, I should say you are bound to lose your money by entering it.

Therefore, if your vision of your house is limited to pulling a beer-engine in a bar, and running a Hotel as the majority are run in this country, you are doomed to failure at the start.

What, then, are the means by which you can improve matters? Obviously, there are but two—one, by increasing turnover and improving profits, and two, by reducing your expenses. All our discussions, directly or indirectly, will centre round one or other of these two elements.

Now, the first, and most important consideration, is the personality of the proprietor, for no system, no knowledge or experience, and nothing that I can do, can possibly fit a person for this business unless he has, in himself, the genius for it, and the temperament, enthusiasm, initiative and determination necessary for success.

Let me tell you some of the necessities.

First, he must be genial, with a sunny outlook on life, not easily discouraged, firm, and sure of himself, watchful as a cat over himself, as well as over his staff and his customers.

He must have a broad outlook, must be a ready speaker, and a still readier listener, not airing his own opinion too freely, and keeping a guard on his tongue if it is inclined to indiscretion, which is often allied to cleverness.

He must be house-proud, with an eye trained to notice small detail, and a student of human nature. He must be active, energetic, methodical, and good-tempered under the most trying conditions; just in his dealings with men, ready to listen to advice, and fit to sift it, retentive of memory for a fact or a face, and his character, both in public and private, must be above reproach.

He must try to emulate the example of a man of whom I heard, who was Churchwarden, in London, for seventeen years, and still remained a Christian! His patience must be beyond that of the ass. He must be a handy man, and a sportsman, in the widest sense of the words. He is expected to know a great deal of law; to be a good

accountant, a born caterer, an expert chef, a good house-keeper, a good buyer and seller, and an encyclopædia of general information.

The man who combines all these qualities will, even then, fail to be successful if he does not care for the business—in other words, unless he really loves playing the part of host: that is where we English so often fail as compared with foreigners.

Therefore he must meet visitors and customers on arrival, and, during their stay, make each of them think that he is his one concern and one joy to please, and on his departure, speed him off with a cheery word, and, perhaps, a bunch of flowers if a lady is of the party.

Try to think what you would feel like when you were lonely, and away from home, and of the treatment you would appreciate in those circumstances.

I care not how primitive your accommodation is, how little capability you have at cooking, service, and the like, or how much you have of each, it is your welcome, and your air, that count most. Think of your guests by name and characteristics, not by numbers. If every Licensee read, marked, and learnt the description of a rainy Sunday at an Inn from *Bracebridge Hall*, by Washington Irving, surely some additional effort to entertain would be made.

It would be easy to enlarge upon this, but I have said enough to impress upon you the prime importance of the relation of host and guest.

Now let us imagine that we have set out to look for a house, be it Hotel, Public-house, Service flat, Boarding-house, or what you will.

The first thing you do is to count up your available resources in cash and securities.

You take stock of your age, and your health, and make up your mind whether you desire town or country, and what part of England you prefer. You consider your degree of education and your social position. The higher your social position and education, the easier your problem becomes, because a well-bred man or woman can deal with all classes alike, and see the best in each.

It stands to reason that you cannot expect, in your public bar, the same habits and customs as obtain in a saloon bar, and the exchange of the bottled boredom of

the latter for the bulk bunkum of the other is of the salt of existence.

The sublime inanity of an old maid's tea-party is not to be expected in either. But people of social position have little difficulty in these matters.

There are two kinds of ladies and gentlemen in our Trade, as in most others. The one is always careful that other people should recognise them as such, and the other has forgotten, for at least a hundred years, that they are gentle. Sometimes both are rather disagreeable.

I believe that occasionally a Baronet Licensee is to be found. We have the sole authority of the late Sir Wilfrid Lawson, Bart., that "a Baronet is not a nobleman and has ceased to be a gentleman." I do not agree with him, so far as Baronet Licensees are concerned. The point of this digression is that you will be wise to associate yourself with the kind of trade for which you are best fitted, and in which you will be most at your ease.

You hear of a house which, from description, seems to approximate to what you desire, and to be within your means. You get particulars of the number of bedrooms and public rooms, the grounds, the garden (if any), etc., of its age and condition, structural and decorative. You note its position, and you come and ask me what I think. What shall I do? I should ask you to find out how many miles it is from a station and from a town, whether on a main or by-road, which way its principal rooms face—*i. e.* north, south, east or west, for it matters much what its aspect is—whether it has a draw off, the width and levels of the street or road, the population within one mile all round, or, in a large town, within half a mile, the number of licensed houses within either of those areas, and the number of houses of equal class (if any), the kind of trade it, at present, does, the nature of the locality, the average wage of the workers, the kind, sex, and quality of the population; *e. g.* Bristol is a much poorer town than Manchester, because it abounds with girl workers, in receipt of low wages. The possibilities of Visiting and Chance Trade, the markets and their importance would all be matters of consideration.

Then I should want to know the rateable value, gross and net, its license duty, Schedule A, and House Duty

Assessments, and the Value Licensed and Unlicensed, together with the dates of assessment : for each has a bearing on freehold and rental value.

I should, probably, know something of the locality, but, if not, I should look it up in my Gazetteer.

I should then go down and look at the house.

If I went by train, I should look out of the window, for some miles, before arrival at the station, and then I should gauge the amount of business done there, as it may be an indication of the trading possibilities of your house. If within a mile I should walk, noting all the material things on the way. I should find time to walk half a mile in each other direction.

I should inspect the outside of the house all round, noting its general attractiveness (if any), its age and seeming condition, and those of its outhouses, bearing in mind whether I was inspecting it for a purchase of the freehold or for lease, and if the latter, with the terms of the lease in my mind.

I should enter the house by the front door, and note the impression it made on me, and how much is due to decoration, and how much to structure ; what alterations appeared to be needed, and how they could most economically be effected.

I should note the position of the coffee-room and hall or lounge, their respective distance from the kitchen, the position of the bar and the billiard-room, inspect the hot and cold water service, lavatories, the bedrooms, and the equipment throughout. I should get the trade from the landlord, and then see if the condition of the cellar, and the indications there, bore out his information.

I should find out the nature of the climate and the soil, inspect the garden, stables, etc. In the case of an Hotel, I should do much more, but to elaborate all the points would take too much space.

I daresay those of you who aim at a management are already saying, " We shan't be able to pick and choose. Why tell us all this ? We don't want to know what you will do."

My answer is, it is done to show you how you must develop your powers of observation, and how you must regard a house if you are to be successful, either as Manager or Tenant.

Let us suppose we like our house sufficiently to inquire further, and to commence negotiations, and that we arrive at a settlement of price, which we shall do after making full allowance for the sum which it is likely we must spend, (*a*) on alterations, and (*b*) on repairs, and after taking stock of our available capital.

We agree, then, to purchase, or take on lease, subject to a formal contract, and to an architect's and surveyor's report on the state of the property and the drains.

We then consider what stipulations are made by the lessor, and what we shall make.

When the conveyance is in hand, the contract having been signed, we set about the important preparations we have to make.

We may be lucky enough to get a copy of an old inventory, but, if not, we shan't get one till the day of the change.

We have made our plans in regard to the kind of trade we are going to do in our house, and approximately what its volume is, and this we verify from outside as best we can.

We may have a Brewer to deal with, and, in such a case, it is wise to see how far he will go in the way of improving the property to fit our ideas.

In these days of stress of competition in the management of any class of Licensed House, be it Hotel or Inn, there are perhaps two main lines which promise success; the first is by carrying on the conventional business in an unconventional way, and the second, by carrying on an unconventional business in a conventional way. What you have to avoid is the carrying on of an unconventional business in an unconventional way.

For, as the late Lord Northcliffe truly said, "You cannot successfully found an experiment on an experiment."

The new proprietor has the choice of keeping his house as the public would like to have it kept, or as he thinks the public ought to like it, and where failure results, it is sometimes caused by a difference of opinion between him and his customers on that point.

If we are wise, we shall decide to take over the house and run it on its old lines for a time, and find out more, by experience, buying, in the meantime, as little as possible.

We then have to see about getting possession, which our solicitor does for us, and to arrange for the purchase price to be paid, and for the transfer of the license, or licenses, as nearly as possible on the same day.

This is by no means a sinecure.

We have to decide who shall be Licensee, and he or she must get a letter from each of three householders, of as good standing as possible, prepared to state that they have known the applicant for five years, at least, believe his character to be unassailable, and that, in their opinion, they believe him to be "a fit and proper person to hold a license."

In London, the three householders sign a form instead of writing letters.

Sometimes the Bench require further testimonials. Then, one week at least, preferably nine days, before the application for the temporary transfer, a notice must be sent to the Superintendent of Police of the district where the house is situated, enclosing the three references, and stating that it is your intention to apply for a temporary transfer until the Transfer Day, on a given date.

In London, you go with the outgoing Licensee to the police station, and fill in the form there provided. In the country, service of the notices is done by hand, or by registered post.

He who serves the notice must prove, in Court, that it was duly posted, and this is proved by producing the certificate of registration.

If the day of the taking over (commonly known as "The Change") is a "Transfer Day"—that is, a day on which the Court sits to hear an application for a transfer—the temporary transfer is unnecessary. Every temporary transfer must be followed by a full transfer on the next available Transfer Day.

The proceedings in advance of a full transfer are more exacting and complex than for a temporary transfer, because you have to give *fourteen* clear days' notice on a form to the Superintendent of Police, and another to the Clerk to the Overseers, but addressed to them, or one of them, and giving notice that you intend to apply. A third exact copy you should keep yourself and produce at the Court.

10 THE ART OF INNKEEPING

Again, you must prove the proper service of the notices.

If you are wise, you will have taken rooms near your proposed house three or four days at least before the transfer, have been introduced to the customers, and have acquired some insight into the trade. You appear, punctually, in Court, with the outgoing Licensee, on the appointed day.

A word with regard to the proceedings in Court may be useful. (I deal with the subject of alterations and the proclivities of Justices, in that regard, in the chapter on the House.)

In spite of the manifold provisions of the Acts, the Licensing Justices, aided by their Clerk, are very much in the position of the Cadi under the palm-tree, and they can, usually, act on what is called their discretion.

You will, therefore, do well to humour them, and their Clerk, in every way possible. As a first instalment it is generally as well to don the sombre habiliments of woe, and a stiff collar.

In some Courts you must be prepared with a full confession of your past life; in all, you must speak up, and remember that what the soldier said in *Bardell v. Pickwick*, as detailed by Sam Weller, is not evidence.

If you happen to be a woman, you should remove your right glove before you take the oath, and be prepared with information as to your "separate estate," which means as to property which belongs to you, personally, as distinct from your husband.

Generally, although you may compare the proceedings at a Licensing Meeting, or Sessions, to a parable—a heavenly story with no earthly meaning—they are, nevertheless, fraught with consequences.

The Court proceedings being over, you will repair to your house, which you will find invaded by Brokers and others, and in a general state of chaos, which it will be for you to unravel and dispel.

Forms will be thrust at you to sign. You will have instructions and questions fired at you from all directions. Suddenly, you will be told that you must take over the tills and the bars; later, that the house is "yours," and you must run it.

You will find a good number of customers waiting to

be served, and to see what you are like, possibly a motor party, and some hungry cyclists, or workers, awaiting tea, lunch, or dinner, your servants, probably untried, standing about in groups with their boxes, not knowing what to do, but quite content to watch you exerting yourself, in your vain efforts to discover your property.

You will then, at least, realise the importance of finding out how you shall restore order out of chaos, improve trade, effect economies, and make the best of your house with the capital at your disposal.

I shall begin with what will seem to you the dullest, but the all-important subject of the law, and I shall give you but the barest outline of what you must know, with the advice that you should consult a solicitor on any further matters connected with it.

I shall follow this with advice on Catering and matters connected with Housekeeping, Planning and Decoration of the House, which will take up two of our Chapters, and then deal with the licensing part of the business, with books, and accountancy, and control, and all the other matters which it is imperative you should know something about.

A knowledge of Law has a not inconsiderable bearing on your existence as a licensee as well as on the profits.

I wonder if it has ever struck you how little geniality you usually meet from people in our Trade, and how serious and anxious they usually are.

I put this down, very largely, to the hard and hide-bound laws which govern Licensees. There is nothing to approach them in any other country; but there they are, and you have to make the best of them. It has been said that it is easier for an Innkeeper to enter the Kingdom of Heaven than to keep clear of a conviction, but if you can get the laws into your head—and I think I shall be able to prevent you thinking them too dull—you will treat them always with respect, but with less dread.

A few additional matters remain to be dealt with. You must realise the importance of time, and time-keeping, and of precision; *e. g.* if the law says fourteen clear days' notice is required, it means that, and not thirteen days.

If it says you must close your house at 2.30 p.m., it means 2.30, and not 2.31. If it says you must not open

before 6, it means 6, and not 5.59, and there are pains and penalties which may involve your ruin if they are not observed.

Make friends with the Clergy if they show any willingness to reciprocate, so too with the Station-master, porters, local tradesmen—up to a point, and the Secretary of local Clubs, etc.

With regard to the Clergy of various denominations you will have to use a good deal of tact, as, like the Irish, you will, frequently, find them :

“Fightin’ like devils for conciliation,
And hatin’ each other for the love of God.”

That is no reason why you should not sing in the choir of one of them.

Play any game you can, and throw yourself into the interests of the Club, but avoid being secretary or treasurer if possible. It is preferable “to lead the regiment from behind; you’ll find it less exciting”!

You will probably be, or become, a Mason. As a rule, it is unwise to show yourself a strong political partisan, or to be a very strong advocate of anything particular, but it is better to be so than to be a nonentity.

Offend no one if you can possibly avoid it, for you cannot say how it is going to react on your trade.

At the same time, be fearless and firm when the occasion demands.

Take the lead only when you are asked.

A Visitors’ Book is a useful and interesting record of your life if well kept, and is a valuable testimony to the goodwill of the house.

Most people put nice things in such a book, but the poet Wordsworth was an exception, for when asked at the “Lion Hotel,” Dolgelly, to put some remarks in the book there, he wrote the following :

“If you ever should visit Dolgelly,
Don’t stay at the Lion Hotel,
For there’s nothing to put in your belly,
And no one to answer the bell.”

As the “Lion Hotel” is still a famous house, let me say at once that the words were written many years ago, before the memory of any living customer, and, even so, the writer spoke only for himself.

A very large proportion of Hotels and Licensed Houses—in fact every one of them in one sense—have a traditional special trade, and if you become the proprietor you will, as a rule, find it best to continue in the same lines, but by no means always.

This special business may be “special” because of the position, because of the structure, or because of the personality of the last proprietor.

For example, your house may be close to a Railway Station. If it is an Hotel you will have to lay yourself out to serve quickly, and well, all classes of custom, including the personnel attached to the Station, who will then, probably, besides using the house themselves, recommend it to travellers.

At this kind of house you will, if the Station is an important one, be prepared to open your kitchen and restaurant early and late, and your reception office also.

Such a house will cost you more to run, in wages and in decoration, because of the dirt and wear and tear.

Sometimes a house may be on the wrong side of the Station for trade, although close to it.

As a rule, it would be foolish to try and change the trade of such a house, but you would have ample means of developing it, and of grafting other lines upon it.

Suppose, however, that you have a good-sized Inn, say, sixty miles from London, on a busy main road, the trade of which has nearly always, hitherto, been with the local people only, you could, as a rule, hope to develop it successfully as a house of call for motorists, especially if the countryside is attractive.

Again, you may have a house which is in possession of the only large hall in the neighbourhood, where we will suppose a fair amount of entertaining is going on; a considerable amount of your trade might, because of the structure, be for large parties.

You would then develop on those lines.

Lastly, you may come into possession of a large public-house, near a busy Music-hall, or you might buy a house from a proprietor who had a connection with the Theatre, Boxing or sport of some kind.

You should hesitate, unless you have the power of getting a connection in the same line, to take such a

house, particularly if you are asked to pay anything for goodwill, for it is probably an entirely personal trade.

In any case, whatever your line of business is, study it, not only in books, but in conversation with those who know.

Thus, if the Motor trade and traffic, find out from the R.A.C. and A.A. what it is that Motorists particularly like, and see that the outside appearance of the House is attractive, your own dress and manners are equally so, that your decoration and equipment are clean and in the best of taste, your food ready at all hours, your service good, quick, and efficient, that your house is well-lighted at night, that your lavatories are in good order, and your tariffs moderate.

If you are going in for the trade of those knight-errants of the modern road, Commercial Travellers, see that you give them a good writing and reading-room combined, and, if possible, a room to feed in, well warmed and lit, and a billiard-room also.

Commercial Travellers are free livers on a small scale, and are prodigal within the limits of half a guinea.

See that your fare and tariff suit their stomachs and pockets, and that while you do your best to oblige them, they do not monopolise your staff, or keep you up all night.

If yours is a late house, my strong advice is that a husband should take the late duty, and his wife the early, which presupposes that the one off duty will be in bed.

There is quite as much need for supervision early in the morning as late at night.

You should never leave your guests in a public room, entirely unattended, after you have gone to bed.

Hotelkeeping would only be a matter of experience if guests and staff always did what they ought, and what you expect, and never what they ought not, but the trouble is that neither do so.

Bad debts are easily made in Licensed Houses, but they can usually be avoided by care and tact. If people wish to stay the night, and have no luggage, or only hand luggage, you are perfectly reasonable in asking for 10s. or £1 deposit per head.

You need very seldom lend money, and it is unreason-

able to ask you to change cheques, unless the drawer or indorser is prepared to wait for his money until it has been met.

Nor need you give credit in your Restaurant, and you never should do so in a Bar. In fact it is illegal. It is no kindness to do so to working men, and the Tippling Act, moreover, prevents you recovering such a debt under 20s. in value in certain circumstances.

You should never allow any guest's bill to run for more than a week, and not so long unless you are *sure* he has goods far exceeding in value the amount he owes you, which you can seize at any time in case of need.

In a busy house it is generally wise to insure against any insurable risk, and most risks, even wet weather on a function day, can be insured against at Lloyd's.

The following insurances in all cases should be undertaken :

Fire—house, premises, goods and effects, and staff's personal goods.

Workman's Compensation Act.

Employers' Liability Act.

Plate glass (if any).

Burglary and Theft.

The following you would be wise, in certain cases, to insure in addition to the above :

Accidents to Guests.

Accidents to Third Parties.

Inclusive Motor-Car Policy.

Insurance of Weather at a function.

Rent in case of Fire.

Profits in case of Fire.

Pictures, Jewellery, and other valuable articles.

Horses or other live-stock of value.

Goods of Guests up to limit of Innkeepers Act liability lost or stolen or burnt in a Fire.

If you are going into partnership, which is occasionally done to satisfy Licensing Justices, where one of the partners is interested in more than one Licensed House,

you must see that the partnership deed contains every possible provision.

I came across one, between two Jews, that provided that, in the event of a fire, or the bankruptcy of either of them, the profits were to be divided !

The subject of partnership brings us to say a word or two with reference to the kind which is most easy to contract and most difficult to dissolve.

Although most large Hotels, and a few Inns, are run by men alone (and blessed is he who has no " baggage " to look after save his portmanteau), more are successfully controlled by women, the champion chameleons of civilisation, but the best is the partnership of man and woman, given a happy and well-suited pair.

If one of the pair is, more or less, of a passenger, it should not be the lady, unless she is in the habit of living in a state militant with the staff or the customers.

Even if the man's capabilities are almost limited to showing men where they can get a wash, his wife is probably rendered the more useful by his presence in the house, and so long as he is faithful, and amiable, she will be quite ready to look upon him as a " lily of the field."

Such a man, sometimes, is endowed with what is mistaken for personality—a gift of the gab, and the capacity to run round work, like the clown in a circus.

Well, let him; so long as he does not spend too much in painting his nose, the Hotel, or Inn, if it is not too busy, may still be successful.

However this may be, it is essential that there should be a clear understanding between husband and wife as to the division of duties.

If the wife has decided to make herself responsible for the catering and cooking, she has, presumably, already learnt how " to feed the brute."

In that case, in a small house, she will merely multiply the number, but in a large Hotel, as we shall see, the problem is more varied than the feeding at a Zoo.

Usually, the book-keeping and the lavatories are among the departments the wife allows the husband to look after. Is this the reason that both are often neglected ?

In England, the Publican or Innkeeper has two peculiarities that strike the outsider—one his independ-

ence (in spite of a tenancy agreement), and secondly, his fondness for wearing his hat. I doubt whether either is appreciated.

If husband and wife are both workers, there is plenty for them to do, in any house, if they will only find it—as those who read this book will appreciate, if they persevere with it,—and the one will be the complement of the other.

In these pages I postulate this perfect partnership.

No one has a sufficiently early influence with his parents to order his personal appearance, but if there is a husband who, even remotely, resembles the portrait of Mr. Minnie¹—such a person as by his bearing implies the words: “*L’État, c’est moi*”—he is a long way on the road to success. We have not yet been introduced to Mrs. Minnie, if there exists such a lady. I hope she is rounded and comfortable-looking, for though womanly genius is not really measured by *avoidsupois* and *embonpoint*, if we may use two French words in the mention of so delicate a subject, they are associated with the ideal innkeepers in the public mind.

If you have a quiverful of children, keep them, and each of them, away from the business. I once witnessed an unpleasant occurrence, when the child of Mine Host, by way of making polite conversation to an elderly, ugly spinster, lifted a finger and, pointing at her, asked, slowly and distinctly, “Did God make you?”

It is wise and neighbourly to keep on friendly terms with your fellow-licensees, and to join the local Licensed Victuallers’ Association. But, in any case of difficulty, prompt consultation with your Brewers, if yours is a tied house, may save a world of trouble. Don’t delay in this matter, and be perfectly frank, suppressing nothing, accidentally or otherwise. Hotelkeepers should join an Hotel Association.

Brokers.—No work on the subject of Licensed Houses would be complete without a short reference to those who so kindly assist Licensees in securing, selling, taking over, and getting out of houses.

It is a bad old custom that an ingoing Licensee has, usually, to take over, not only the trade fittings and

¹ Mr. Minnie, it will be remembered, was the subject of a famous picture in the Royal Academy Exhibition of 1920.

effects (including those which are obsolete) of his predecessor, but also the household furniture and effects, no matter what their condition or quality.

This usually exhausts the ready cash of the purchaser, after payment of the various fees, so that he has little or no opportunity of furnishing or decorating the public part of the house tastefully. Like the members of every other profession, there are Brokers and Brokers, but you can rely upon receiving from any of them a beautifully bound volume containing a picturesque description of the antique furniture you have bought.

Moreover, you will receive 1s. back from all those in the room, when you finally part with your money at the Change. This is an old custom, and useful, as it provides you with your working capital!

As the number is, generally, only limited by the size of the room, you should be able to count on about £1 from this source. The despotism of expenses is the millstone of the British Innkeeper.

Brokers, very often, dispute with one another until the time of the last train, but you will be glad to know that they generally make it up again in the train going home, just as Counsel do.

Brokers, generally, save all the trouble in regard to the service of the notices, prior to the transfer of the license, and some will give you excellent advice. It will be wise of you to instruct your Brokers to allow the Clerk to the Justices to prepare the Notices. It means the payment of a small additional fee, but what is one among so many?

In addition to the Broker and his assistants, you will, usually, require the services of a *Gauger*, who values the liquor stock for you, and there are Gaugers (like Robert Burns, the poet,) who would be better at other employment.

One tip I will give you with regard to the liquor stock—insist, and have it in writing beforehand, that the Gauger shall price every item of the stock you take over, so as to make stocktaking possible from the commencement.

You should arm yourself with plenty of change, and far more money than you think you will require.

Refuse to take over dog licenses, which are personal to the grantee, and check all the apportionments of rent,

if any, rates, taxes, and outgoings, and see you get all receipts and vouchers. (A roll-top desk is invaluable to a Licensee, as he can close it down quickly, without disturbing his papers.)

Don't be bluffed into taking over anything that you are not absolutely bound to take, and see and examine everything first.

Refuse to be hustled in your consideration of the items constituting the "Statement of Change."

Do not forget to order in your stores for the first night, and see that you put them and all valuables under lock and key as soon as they arrive, or are valued.

Often there are plenty of people who will relieve you of them.

Throughout your career as a Licensee you will find plenty of people ready to act the Good Samaritan towards you—minus the oil and tuppence.

Let not that prevent you lending a helping hand in a fitting case. To put it at the lowest, it may bring you direct reward.

Did not Sir Walter Raleigh (to whom we owe, indirectly, the blessing of the Imperial Tobacco Company, Ltd.), at the cost of making himself a "muddled oaf," obtain the sole right of licensing wine-selling in England, let alone the grant of 12,000 acres of Irish land?

Before I leave the subject of Brokers it will be helpful to some to have some further guidance on the elementary economic considerations which should be taken into account in choosing a house, and in running it at a profit.

The first principles have been already shortly stated, but I want to impress upon you, to the point of being wearisome, that it is in estimating or finding your *gross profits*, not your receipts, that your guide for estimating what your expenses must be will lie.

This sounds, and is, so simple and obvious that it ought not to be laboured, but there is nothing which is more frequently neglected.

Let us take an example. You want to know whether you can make a house pay on the figures given to you. You know the size of it, the number of staff required to run it, and the approximate wages of the district. You also know that the majority of houses on offer have been failures, and yet that the figures presented to you show a

favourable result. You want to get at the flaw, and we will assume that the receipts are truly stated—a large assumption in the case of goods where invoices are not produced. The beers can be ascertained, or checked from the Brewery books, the spirits by the permit book, and the food from the invoices.

We will assume an ordinary Public-house, and that you are satisfied that the trade averages £20 per week, and is regular all the year round.

Take 25 per cent. as your gross profit, *i. e.* £5 per week. Out of this you must pay rent, rates, taxes, license duty, compensation fund charge, water and gas and electric light, if any is laid on, food for yourself and family, sundry trade expenses (including petty cash and postage), interest on capital both of your own and what you have borrowed, with some allowance for repairs and decoration and exceptional happenings, liabilities under the lease, and so on, before you arrive at anything for net profit for yourself, and without making any allowance for the engagement of staff, for with such gross profit it is inconceivable you could afford any.

Apply this principle to a house of any size, and you can then find out for yourself what the true expenses are, and compare them with those submitted to you.

The result will be a guide in regard to :

- (i) What you ought to give for the freehold.
- (ii) What rent for a leasehold or yearly tenancy.
- (iii) Whether you can afford to keep the staff obviously required for the size of the house ; and
- (iv) If you are already in possession, how you must cut your coat to fit your cloth.

Take any small house doing a small trade, say one barrel a week, or any number up to, say, three.

It would be foolish for any able-bodied couple, unless they are retired on a pension or an income, to dream of taking such a house unless one of them has employment outside and draws wages from it.

It is risky to take a very small house for the purpose of supplementing a slender income. It *may* very well decrease it, for the outgoings are greater than in a private house, and the risks are greater too. On the other hand, it is sometimes reasonable to think that, in a Tied House, a Brewer will see that, at any rate, you do not incur a loss

due to too heavy outgoings beyond the Tenant's control. You should be wary with regard to making any deposit with the owners of such a house, if their reputation is indifferent, and not all Owners treat their Tenants in the same way, just as some Tenants are, also, most unreasonable and negligent.

If you want to keep a servant, your house ought to be capable of averaging over £20 per week in receipts. If you make an average gross profit of 25 per cent. in an ordinary Public-house, or 30 per cent.¹ in an Inn, you will be doing as well as you can possibly expect. Not many Public-houses are earning 25 per cent., at present, from the sale of alcoholics, minerals, and tobacco combined. Hence the value of side-lines.

All of these points we discuss fully later on.

When making your calculations as to whether you will take a house or not, or pay a sum for goodwill, you will, of course, base them on the figures given to you by the Brewers or Broker.

See that the trade figures, such as they are, are given to you in writing, so as to form a representation upon which, if false, an action can be founded.

I have never, personally, known a non-resident Owner to give false figures, but I have known many a Broker to do so.

The latter generally shelters himself behind a phrase, "We are informed," etc., "but we have not verified," etc. You must take no notice of such representations. They are only misleading.

Again, some Publicans keep two sets of books, one for income tax and excise purposes, and another for selling purposes. Quite frequently neither are correct. I speak of what I have seen.

It is one of the hardest things imaginable to buy the business of a Licensed House on figures with any degree of safety.

If the pitfalls and tricks were generally known, few candidates with cash would be forthcoming in some localities. It is a pity that Brewers permit the continued employment of some Brokers, for they have broken many lives.

However this may be, and I only desire to put the tyro on his guard, and not to paint too gloomy a picture, it

¹ I am assuming that we are dealing with a house tied for the supply of beer or spirits.

all comes back to this, that you should sit down, with or without your Broker, calculate your probable gross profit on ascertained receipts (actual, not guess-work figures), and then put down every standing and trade expense you can think of, add them up and see if they come to more than the gross profit.

If, before they invest their money, people took the same amount of trouble as they do to earn it, there would be fewer bankruptcies.

When you come to deal with larger houses, and particularly large provincial Hotels, additional considerations apply; for your gross percentage of profit usually bears some ratio to the size of your house, and to the class of your clientèle.

At the same time, as you ascend this scale, the turnover bears a diminishing relation to the capital involved.

It follows, therefore, that where you can buy a house freehold at a cost of little more than one year's turnover, as I have frequently done, you can and must afford to charge less than in a great Hotel, where it may take years of receipts to reach the capital cost. Against that you have enormous advantages, in large towns, of dealing with large numbers, at a higher gross percentage of profit, regularly (and it is regularity of demand that renders Hotelkeeping profitable), whereas even a popular roadside house is probably dependent upon the weather, the season, and the week-end.

So it will be seen that each class of house, the great and the small, has its advantages and disadvantages, with the balance on the side of the small, in that it is better capable of responding to personality.

A still more complex case is the *Seasonal Hotel*, for here you cannot count on a regular trade, and, if you keep your house open during the out-of-season period, you encounter the annoying possibility that you may lose more, during that time, than you make in the season.

You will then make two calculations, one based on the seasonal period, and the second on the off-season period, and you will estimate whether :

- (a) You can make enough profit during the season to keep your house going throughout the year, whether open or closed.

- (b) Whether it will pay you better to keep open—
if so, to what extent—or to close down entirely.

In the case of Hotels, where the revenue is obtained from the letting of bedrooms, some Brokers or Agents calculate the receipts at so much per room, or bedroom, per annum. For example, they will state that the receipts average £20 per room. This is a perfectly legitimate and useful way of testing receipts, and is useful for rating purposes also, but it also requires the most careful definition and inquiry. In short, statistics skilfully presented can be made to prove a great deal, and much that is not very useful, albeit showy.

Do you remember how Celestin in Labiche's play said, "Ainsi grâce à des recherches laborieuses, nous sommes arrivés à connaître le nombre exact des veuves qui ont passé sur le pont Neuf pendent le cours de l'année 1860" ? Solution—3498 and one doubtful !

Let me conclude this chapter with a quotation from the Classics, which if it had been written for Innkeepers could scarcely have been more apt—that given by Polonius to Laertes (*Hamlet*, Act I., scene iii.).

Although it is known by heart to many, I will venture to give it, in full, for the benefit of the few.

"There, my blessing with you !
And these few precepts in thy memory
See thou character. Give thy thoughts no tongue,
Nor any unproportion'd thought his act.
Be thou familiar, but by no means vulgar.
The friends thou hast, and their adoption tried,
Grapple them to thy soul with hoops of steel ;
But do not dull thy palm with entertainment
Of each new-hatch'd, unfledg'd comrade. Beware
Of entrance to a quarrel ; but, being in,
Bear't that the opposed may beware of thee.
Give every man thine ear, but few thy voice :
Take each man's censure, but reserve thy judgment.
Costly thy habit as thy purse can buy,
But not express'd in fancy ; rich, not gaudy :
For the apparel oft proclaims the man. . . .
Neither a borrower, nor a lender be :
For loan oft loses both itself and friend ;
And borrowing dulls the edge of husbandry.
This above all,—To thine own self be true ;
And it must follow, as the night the day,
Thou canst not then be false to any man.
Farewell ; my blessing season this in thee !"

CHAPTER II

THE LAW IN RELATION TO HOTELS AND LICENSED HOUSES

“Truth will leak out, even in an affidavit.”—*Obiter Dicta*.

FOR the purposes of the license, there is no distinction between an Hotel or Inn on the one hand, and any other form of licensed house on the other. The Carlton Hotel and the Blue Pig may hold similar licenses.

So, also, for the purposes of the Compensation Fund Charge, and for all Licensing Acts, and Food and Drugs Acts, purposes and offences.

But, for the purposes of Civil Liability, an important distinction is made between what is known as an “Inn” (and every Hotel is in law an Inn) and other forms of Licensed Houses. Inns may be defined as those licensed premises which hold out the offer of rest and refreshment to all who come to them.

I shall first deal with this distinction, which is of the highest importance.

Under the ordinary or common law of the land, if a guest loses anything while he is still a guest, or what is termed a “constructive guest,” the Licensee is responsible for the loss, unless the negligence of the guest occasions the loss, in such a way that the loss would not have happened if the guest had used the ordinary care that a prudent man may be reasonably expected to have taken, under the circumstances, in relation to his own affairs.

Now I had better explain what I mean by a “constructive guest.”

I mean, a guest who may be absent for any length of time, but who, while absent, has goods delivered to him at the Inn, or who leaves goods in the Inn during his absence.

The best evidence of the fact that an absent guest is still a “constructive guest” is, that he has not paid his bill, and, therefore, the relations of host and guest still subsist, to the knowledge of the proprietor or his servants

—this is assuming that his luggage is still in his room, or in the Hotel, and that he has the will to return for it.

If, on the other hand, he has paid his bill, and has left his luggage in the Hotel as a matter of convenience, even with the purpose, not communicated to the landlord, of resuming his rooms, or other rooms in the Hotel, at a later date, the relations of guest and host do not subsist, and the Licensee is only a bailee, and is therefore not liable if there has been ordinary care.

This common law was found to press hardly on Hotel- and Innkeepers (for the Inn includes Hotels, licensed or unlicensed, but not boarding or lodging houses), and an Act of Parliament was passed in 1878 known as the Innkeepers Act, which limited and defined their liabilities in respect of loss, but laid down stringent terms in so doing.

The first and most essential term is, that all Innkeepers must keep, in a prominent position, so that all visitors may see it, a framed copy of the first section of the Act. I recommend that you should have your copy close to the reception counter, clearly printed in large type, neatly framed, and see that nothing is allowed to obscure it. I used always to have it printed at the top of each page of the Visitors' Book.

The risk run, in the absence of this apparent detail, is so great that, sooner or later, it would mean a great claim, sometimes even involving bankruptcy. For there is no limit to the amount that can be claimed, apart from the Act.

You are even liable for losses by robbery, however occasioned, unless there is a substantial degree of contributory negligence on the part of the guest.

The following is the first section of the Innkeepers Act:

“ No Innkeeper shall be liable to make good to any guest of such Innkeeper any loss or injury to goods or property brought to his Inn, not being a horse or other live animal, or any gear appertaining thereto, or any carriage, to a greater amount than the sum of £30, except in the following cases, that is to say :

(1) Where such goods or property shall have been stolen, lost, or injured through the wilful act, default, or neglect of such Innkeeper or any servant in his employ.

(2) Where such goods or property shall have been deposited expressly for safe custody with such Innkeeper. Provided always that in the case of such deposit it shall be lawful for such Innkeeper, if he think fit, to require, as a condition of his liability, that such goods or property shall be deposited in a box or other receptacle fastened and sealed by the person depositing the same."

If an Innkeeper lets a room to a traveller for the exhibit or sale of goods, he is not responsible, unless the traveller is a guest, and unless the room is on the licensed premises.

He may be, however, responsible as a bailee. The responsibility of the Innkeeper attaches equally to those who merely come to his house for refreshment.

If, however, a guest takes on himself the exclusive charge of the goods, the Innkeeper is not liable.

There are innumerable cases on the point of liability, and my readers are strongly advised, if any claim is made, or about to be made, to ask advice, giving a full statement of the facts.

If the Act, while limiting the amount of possible claims, places hard conditions on the Innkeeper, it also gives him certain benefits.

For instance, he has a lien upon (that is, a right to hold) the goods of his guest, brought by him to the Inn, for his charge for board and lodging, and it has been held that this lien attaches even when the goods do not belong to the guest, if the Innkeeper receives them in the belief that they belong to the guest, and even to goods which the Innkeeper is not bound to receive.

But the Innkeeper cannot take the purse or the clothing from the body of the guest.

The Act also allows the Innkeeper to sell, by public auction, any goods left with him by a guest, indebted to him for board, lodging, or keep of horses, after the goods have been left with him for six weeks, without the payment of the debt; provided that at least one month's notice of the sale shall have been given, by an advertisement containing a description of the goods, and the name of the owner, when known.

Injury caused by a guest's dog means liability of the Hotelkeeper under the Dogs Act (1865).

There is another peculiar liability upon the Innkeeper. He is bound to give reasonable rest and refreshment to man (including woman) and beast (including horse or horses) so long as he has room in his house, and at any hour of the day or night, provided that those who come are able and ready to pay the customary terms, and are not drunk or disorderly, or infected with any infectious or contagious disease. It has been held, recently, that this obligation only extends to persons of the class of custom which he is accustomed to house. Thus a tramp or a bookmaker, likely to exercise his calling on the premises, cannot insist upon the Carlton Hotel taking him in.

Any Innkeeper who refuses is liable, not only to criminal proceedings, but in damages in civil proceedings also.

The Innkeeper is not bound to offer the guest any particular room, nor is he obliged to receive the horse of a traveller who is himself lodging elsewhere, nor his goods either, in that case. Nor does the refreshment he is bound to give include alcoholic refreshment. He is not compelled to serve anyone with alcoholic refreshment, whether his house is an Inn or not.

He is not bound to house unusually bulky luggage.

Illness is no excuse for exemption from liability under the Act, but infancy of the Innkeeper discharges his liability.

The Innkeeper is not, however, bound to keep his guest for any length of time beyond that necessary for his reasonable rest and refreshment.

The best way of getting rid of a guest in the last resort is to refuse him food.

Innkeepers can cover their liabilities by insuring, and they are advised to cover claims by servants, or by third parties, who may or may not be guests, including injuries caused by the Innkeeper or his servants.

We come now to licensing offences.

It is absolutely necessary to stick to the strict letter of the law. Never trust the police, and by no means take advantage of any leniency or slackness they may show. The police generally move against a Licensee when some complaint or communication is made against him, often anonymously, by a jealous rival, a private enemy, or a crank. The house is then watched by detectives in plain

clothes, who become customers, and themselves sometimes commit licensing offences.

Sometimes, too, police from other districts are imported. Keep friends with the police, and treat them well, but keep them at arm's length as far as possible.

It is almost always possible for a policeman, sooner or later, to catch a proprietor or one of his staff committing some licensing offence—quite a morally innocent one.

If you suspect a prosecution, consult a solicitor at once. If the police enter, every word you or your staff say will be used against you.

You must be careful not to serve a policeman on duty, and if he asks for a drink, you must see whether he has his armlet on. If he has, he is still on duty.

If your house is in a rough neighbourhood, where rows are frequent, the police will sometimes help you by preventing drunken people entering, but you cannot rely on this. It is absolutely necessary that you should make frequent inspection of your customers in the bar, both sitting and standing, and observe their condition.

You should also keep count of the drinks each has. A man may be quietly drunk in your bar, and become roaring drunk from contact with the outside air, especially in cold weather.

You must get rid of him from the licensed premises somehow, as it is a serious offence to keep a drunken man there, even if you have not served him. If it comes to an assault, it is more blessed to receive than to give in the eyes of the Law.

Peaceful persuasion, in this connection, is better than a powerful policeman, and bear in mind that a joke in the mouth of a policeman on duty is no laughing matter when read from a notebook in Court.

You are answerable for all the acts and omissions of your barman as though you had done them yourself, so far as the Licensing Laws are concerned, and also for many of those of your customers while on the licensed premises.

Permitting drunkenness or gaming, both of which are serious offences, involving a possible loss of license, and consequently ruin, may be committed, even when you are entirely ignorant that a man has been drunk, or

playing an illegal game, gambling, or betting, but not if you took every possible precaution.

Slight negligence is enough to convict you, and the mere fact that you are out, or away, or not living on the premises, does not protect you, if you are Licensee. Your customer may perhaps risk the loss of an additional 5/- by tossing for sovereigns, but you, as Licensee, cannot look through a crack in the door without chancing the loss of your license, in addition to a fine of £100.

If you can prove that you have given verbal or, still better, written instructions, or maintained notices in regard to gaming, it is generally regarded as a mitigation of the offence, especially if you were absent.

Games are legal, except certain games, such as those played with dice, but all games played for money or money's worth are illegal. So also are lotteries, baccarat, faro, chemin-de-fer, etc.

It is even illegal for the loser to pay for the table at a game of billiards, but this is generally winked at. Billiards is illegal on Sundays.

It is a serious offence to open before time for the sale of alcoholics, and, equally so, to sell or permit them to be consumed before or after time, unless the person served has a room reserved, with the intention of sleeping in it, in your house. In that case, he may purchase and consume intoxicants at any time of the day or night.

It is not illegal to keep your bars open after time for the sale and consumption of liquor by guests sleeping in your house, but it is very dangerous, unless all the other customers have departed.¹

The closing times for Licensed Houses vary so much, and present so many anomalies, that I refrain from dealing in detail with the subject, and content myself with reminding you that you must acquaint yourself with those in force in your area. I deal later with the alterations in the hours of closing effected by the Licensing Act 1921.

It is a moot point whether you may sell cigars, cigarettes, and tobacco during the hours when tobacconists are closed, on the weekly half-holiday, and of an evening, but the Home Secretary has been advised that the Closing Order should not apply to the supply of an occasional

¹ As to a Resident Guest's friends, see p. 46.

cigar, cigarette, or packet of tobacco in connection with a meal, *e. g.* after dinner.

An Innkeeper may entertain his friends after closing time, but it is dangerous to do so, and better to inform the police beforehand.

If the police ask you not to serve particular people, fall in with their wishes and thank them.

Bar from your house drunken or objectionable people, or people with those habits. They will respect you for doing it, and you may drive away a lot of custom by not doing so. Only call in the police as a last resort in case of a row.

On no account make a habit of treating your customers. They will take all they can get, and may lead you unsuspectingly into drinking habits.

You can have a cigar instead if they want to treat you.

Never lose your self-possession or dignity in your own house, among your employees.

It is important to remember the provisions of the Food and Drugs Act, under which it is an offence to sell food to the prejudice of the customer not of the nature, quality and substance demanded.

If you take my advice you will only sell good wines and spirits, of *bona fide* quality.

Port, as we shall see later, has a precise definition, and by brandy is meant the juice of the grape.

So, too, spirits should be at 35 u/p or higher strength, but, if you must sell below that strength, see that you have a notice to that effect in your bars, prominently displayed upon the vessel from which you are selling.

It is an offence to give either over or under measure; if a measure is called for in the sale of beer, and in sales of any quantity exceeding half a pint, the sale must be by standard measure.

Avoid permitting "fighting," but boxing is not illegal on licensed premises.

It is a punishable offence to permit either music or dancing regularly in your licensed premises, but you can have both, occasionally, without obtaining a license.

A music license sometimes extends to Sunday and Holy Days, but very seldom a dancing one.

You must obey all the Regulations laid down in respect of provision against fire, if you have such a license, and all the standing orders of the County or Borough

Council affecting your house, as well as the regulations of the Justices, and the provisions of the law of the land.

A good deal of misapprehension exists about the legality of dancing. Dancing, as long as it is only indulged in occasionally, is not in itself illegal, but where payment for admission is required, or payment of an orchestra made, dancing requires a license, and to obtain this, the room and its approaches must be structurally suitable, especially as regards exits.

Neither is music, in itself, illegal, and the same conditions, more or less, apply to it as to dancing. What is meant by "occasional" has never been precisely defined, but, probably, if the "occasions" are publicly announced to be at regular or stated intervals, of less than a month or three weeks, the police would take action, and prosecute the proprietor, under an old Act of Parliament relating to keeping a disorderly house. The preamble to this Act is indecent and disgraceful, and a reflection upon modern Licensees, who require testimonials that would do credit to the Angel Gabriel. Licensees prefer to be treated as Angles, not Angels.

Music and Dancing Licenses are necessary in some places, and sometimes applications are necessary, both to the Justices and the County Council. In other places no license is necessary. It depends upon local regulations.

If you have an orchestra, paid or unpaid, you may be subjected to an action for breach of copyright if you permit music to be played in public on which there is a copyright. This applies to all modern music.

The difficulty is met by making an annual payment to a Society which protects the rights of most of the composers.

This Society is not generally slow to make demands upon you, and it will then be for you to make the best arrangement you can with it. It usually works on a tariff.

All competitions for prizes are illegal on licensed premises, but they are not illegal if someone other than the competitors or the Licensee give the prizes, so long as they are not money prizes.

Most of the machines which are partly a test of skill and partly chance are illegal, and this applies to all games where money or money's worth is played for. It

is a moot point whether Whist and Bridge Drives are illegal. Probably they are. There are legal decisions both ways.

As a rule, the police have instructions not to prosecute nowadays in respect of these harmless entertainments, but this cannot be counted on.

Political Meetings open to the public are illegal, so, too, are cinematograph and stage performances, but Political Committee Meetings and rehearsals are allowable.

A legal decision given in 1918 is of importance to Licensees who are Innkeepers. It was held that an Hotel guest or resident, if drunk during "open" hours to the Licensee's knowledge, must not remain on the premises (public or private) if the Licensee is to escape a charge of permitting drunkenness.

It is illegal to make any *structural* alterations in your licensed premises without the permission of the Justices. (The subject of alterations is more fully discussed in the chapter on the House.)

It is advisable, as a rule, to ask their permission for any alteration.

It is illegal to harbour prostitutes, but it is not illegal to serve them. They must not remain on your premises, if known to be such, longer than is necessary to enable them to consume. If they attempt to solicit or interfere with customers they must be asked to leave at once.

If I may use the words of Beaumarchais in *Le Mariage de Figaro* in another sense :

"Recevoir, prendre, et demander; voilà le secret en trois mots.

"Honi soit qui mal y pense !"

This brings me to another point rather outside our subject. You should instruct your bar-hands, and give it them in writing, that they should exercise a restraining influence on customers who have had enough to drink, or who are given to excessive drinking. Some people can "carry" more drink than others, and some drinks are more intoxicating than others. Mixing drinks is especially dangerous; so is treating, especially if the party is a large one.

The more successful you are, and the more popular, the more care you must take of your own conduct.

You are liable civilly for any contract, however foolish

(if the person who seeks to take advantage of it acted honestly), made on your behalf by any of your servants or agents, so long as they acted within the scope of any general or special authority you may have given them, or which the Court may deem them to have, having regard to their occupation.

For example, if a waiter sells two or three cigars which should be sold at 3s. 6d. for 3d. each, and there was no notice to the buyer, actual or constructive, the loss is yours as proprietor.

But if the waiter sold a thousand at a similar price, while serving a customer at a meal, the customer could not enforce the sale, because, in the ordinary way, it would be considered to be outside the waiter's province to enter into a contract of such magnitude.

In considering letting off any part of your premises, think well whether you are risking your license, the covenants or conditions of your lease, your trade, or are likely to cause opportunities for leakages.

Here are some of the legal matters additional to those already mentioned which affect Innkeepers (including Hotelkeepers) and all Licensees.

The Food and Drugs Acts affect the sale of milk and other food and drinks, in regard to which no adequate guarantee is given by the supplier that it comes up to standard, or that it contains all its cream.

It also affects cream into which boric acid or any other preservative has been introduced. In such a case, a notice must be shown stating the proportion of boric acid used. This is usually furnished by the supplier of the preparation.

Port is now confined to that wine which comes from the Douro district, and if a similar wine is stocked from another part of Portugal, or any other country, it must be designated as "Lisbon Wine" or "Red Wine," or by some name other than port.

Similarly, Brandy has been defined as the juice of the grape, but there is no statutory standard for its genuineness.

In all cases of mixing drinks, the test is, whether the customer has notice, or whether he is defrauded.

It is illegal to mix or adulterate beers, or dilute them.

If shandygaff is ordered, it must be made up in the

presence of a customer, and not sold as beer; so, too, in the case of mild and bitter, stout and mild, etc.

An Officer of Excise is entitled, as of right, to buy samples of any article over which he has jurisdiction. He leaves a portion with the Licensee, who must carefully preserve it for a reasonable time, say six weeks.

So, also, an Inspector under the Food and Drugs Act. It is a defence to proceedings under the Sale of Food and Drugs Act 1899, if the defendant proves that he had reason to believe that any warranty given him by a supplier was true.

Retail On-Licenses for the Sale of Liquors in a licensed house are of three main classes :

(1) A Beerhouse, which enables the holder to sell beer only.

(2) A Wine License for the sale of wines only.

(3) An Alehouse or Spirit License. This is the most comprehensive of all, and includes (1) and (2) and also billiards. Each must be renewed on April 5th each year.

In order to obtain these licenses, which are supplied by the Excise, application has to be made to the Justices (the Licensing Committee) for a Certificate (commonly called a Justice's license).

In the case of a new grant, a payment by way of monopoly value has to be made, and this is assessed upon, not only the guess-work value of the liquor trade, but upon the food and apartment trades as well.

The grant, which is rarely made, has to be confirmed by the Court of Quarter Sessions.

It is only on the completion of this procedure that licenses can be issued, and then only upon the additional terms stipulated by the Justices.

Any House opening for the sale of any kind of refreshment requires an Excise license but a Justice's Certificate is only required if it is desired to sell intoxicants.

Licenses are either "on" or "off," but on-licenses have all the rights of off-licenses.

The holder of a retailer's license is restricted to the sale to any one person, at any one time, of a quantity not exceeding, in the case of spirits and wine, two gallons, or one dozen reputed quart bottles; in the case of beer or cider, of any quantity not exceeding $4\frac{1}{2}$ gallons, or two dozen reputed quart bottles.

Other retailers' on-licenses are issued, which confine them to a right to sell (a) Cider (including perry), (b) "Sweets" (which are defined as any liquor made from fruit, etc., sugar, or from fruit or sugar made from any other material, and which has undergone a process of fermentation in the manufacture, and it includes British wines, made wines, mead and metheglin).

In a few houses the license to sell intoxicants to persons not residing on the premises is limited to six days, and some others are in possession of early closing licenses, and they must close an hour earlier at night. A few are limited in both directions. The Proprietors of soda fountains must remember that the Finance Act of 1916 laid down duties on table waters prepared with any sweetening material. The duty is 30s. per annum.

The following are the different kinds of off-licenses: those relating to spirits, beer, cider, wine, and sweets, respectively.

As a rule, they expire on September 30th in each year. They entitle the holder to sell for consumption *off* the premises only, but he may not sell spirits in open vessels, or (in England) in any quantity less than one reputed quart bottle.

The duty on both on- and off-licenses is based on the "Annual Value" of the premises.

In the case of a Spirits on-license (commonly called a publican's license, or full license, for it includes the right to sell all kinds of intoxicants), the full duty is equal to half the "Annual Value" of the licensed premises (subject to a minimum sum depending upon the population at the last census).

A six-days or early closing license is subject to a reduction of one-seventh; where licenses are subject to both these restrictions, to a two-sevenths reduction.

In addition to these reductions the following should be noted:

1. Where the "Annual Value" of licensed premises exceeds £500, a retailer's on-license may be granted at the option of the holder on payment of an amount equal to one-third of the "Annual License Value," but the duty payable must not be less than £250 in the case of a fully licensed house, and £166 13s. 4d. in the case of a beerhouse.

2. Restaurants.—In the case of licensed premises struc-

turally adapted for use and *bona fide* used as a restaurant, if the receipts from intoxicants were, in the preceding year, less than three-fifths of the total receipts, the duty payable is at the option of the holder.

(a) A duty bearing the same proportion to the full duty as the receipts from the sale of liquor bear to the total receipts; or:

(b) One-quarter of the "Annual License Value," but the reduced duty must not be less than one-thirtieth of the "Annual Value" of fully licensed premises, or one-fifteenth in the case of a beerhouse.

There is, also, a provision for adapting this reduction to the case of a six-days or early closing license.

3. Hotels.—In the case of *bona fide* Hotels, if the receipts from intoxicants were, in the preceding year, less than half of the total receipts, the duty payable, at the option of the holder is:

(a) A duty bearing the same proportion to the full duty as the receipts from intoxicants bears to the whole receipts; or:

(b) One-quarter of the "Annual License Value."

The same provisions are applicable as in the case of restaurants.

4. Proprietors of seasonal Hotels in respect of which the above reductions cannot be claimed may choose between a payment equal to one-third of the "Annual License Value" and the full duty, but, in the former case, the payment must not be less than £30 where the "Annual License Value" does not exceed £100, and £50 in any other case.

In Railway Refreshment Rooms the maximum duty is £50.

In Public Buildings, Theatres, and places of entertainment the duty is £20 for premises where the "Annual License Duty" is not more than £2000, and £50 in other cases.

In Music Halls the duty is £50 (in addition to any other duty which may be payable).

Holders of Monopoly Value Licenses may also obtain relief in the shape of reductions where they can prove that the exactions are excessive. Monopoly Value (or New Licenses, as they are sometimes called) escape the Compensation Fund levy.

All those concerned in the Licensed Trade ought to have a clear conception of the meaning of the terms "Annual Value" and "Annual License Value," which are by no means synonymous.

In determining "Annual Value" the first step is to ascertain what the premises include; for the Licensed Area is not always very clearly defined.

By Section 8 of the Revenue Act 1911, the "Annual Value" of any premises for the purpose of duty on any excise license shall be (a) the Inhabited House Duty, if such a duty is applicable, and if not, the Income Tax value. If there is no Income Tax value, then the value is to be determined by the Commissioners of Customs and Excise.

"Annual License Value" is to be taken to be the amount by which the "Annual Value" of the premises, as licensed premises, exceeds the "Annual Value" of the premises if they were unlicensed; these values are calculated on the same basis as that on which the amount to be paid as compensation under Section 20 of the Licensing Act 1910 is calculated in default of agreement, but no amount for depreciation of trade fixtures is to be included in the value of the premises as licensed premises.

Further, no profits *not* arising from the sale of intoxicants are to be included.

Under Section 20 of the Licensing Act 1910 the value is defined as "a sum equal to the difference between the value of the licensed premises . . . and the value which those premises would bear if they were not licensed."

You will see, therefore, that all these matters are essentially matters for expert opinion.

Whether they were designed for the purpose of giving employment to experts, or for increasing the vested interests in the Trade, is all the same to you. It is you who are liable to pay.

But there still remains the matter of the Compensation Fund Charge. If I omit it I shall be accused of an important omission, and if I discuss it, of being a bore!

I must say a word or two about it.

As you are probably aware, if an on-license is not renewed, on the sole ground that it is redundant, and not required, compensation is payable to the Tenant, Owner, etc., for its loss.

As we are dealing with live licenses here, we will not

discuss at length the principles of Compensation, but as you, and not a generous Government, have to contribute annually to the Fund, you ought to be made aware of the principles on which the charge is founded.

Here, again, the "Annual Value" of the premises is the basis; *e. g.* for houses where "Annual Value" is £15 and under £20 the maximum rate is £2, and so on, up to £900 and over, when the maximum is £100.

The levy is only payable by you in its entirety if you are the freeholder of the premises you occupy, or have a lease of more than sixty years unexpired.

Your landlord cannot contract out of his proportion, any more than he can out of the deduction you are entitled to make under Schedule A when you pay your rent.

If you have a lease, you may deduct from your rent a proportion of the charge, varying with the unexpired term of the lease.

Thus, where the unexpired portion does not exceed one year, you can deduct the whole; if five years, 70 per cent.; if six years, 65 per cent., and so on. If you have only a yearly tenancy you can deduct the whole.

The following reductions should be noted:

The rate of charge for an Hotel (which is defined, for this purpose, as "premises of the value of £50 and upwards, proved to the satisfaction of the Commissioners of Customs and Excise to be structurally adapted for an Hotel or Inn, and mainly so used," and of which the bar portion's "Annual Value" does not, in the Commissioners' opinion, exceed £25), shall be one-third of that charged in other cases, and, in the case of *Restaurants and other places*, where the holding of a liquor license is merely *ancillary*, such rate (being not less than one-third) as the Justices may determine. So, if you want to apply for a reduction of Compensation Fund Levy, you must apply (after giving notice by letter) to the Justices in Court. No form is necessary.

The following scales from the 3rd Schedule of the Licensing Act 1910 may be of use to tenants of Licensed Houses.

I

SCALE OF MAXIMUM CHARGES FOR COMPENSATION LEVY

Annual Value of Premises to be taken as for the purpose of the Publican's Excise License Duty (a).

			Maximum Rate of Charge.			
	Under £15	£1
15 and under	20	2
20	25	3
25	30	4
30	40	6
40	50	10
50	100	15
100	200	20
200	300	30
300	400	40
400	500	50
500	600	60
600	700	70
700	800	80
800	900	90
900 and over		100

II

SCALE OF DEDUCTIONS IN RESPECT OF COMPENSATION LEVY

A person whose unexpired term does not exceed } 1 year may deduct a sum equal to } 100% of the Charge.

	2 years	88	100	100
	3	82	100	100
	4	76	100	100
	5	70	100	100
	6	65	100	100
	7	60	100	100
	8	55	100	100
	9	50	100	100
	10	45	100	100
	11	41	100	100
	12	37	100	100
	13	33	100	100
	14	29	100	100
	15	25	100	100
	16	23	100	100
	17	21	100	100
	18	19	100	100
	19	17	100	100
	20	15	100	100
	21	14	100	100
	22	13	100	100
	23	12	100	100
	24	11	100	100
	25	10	100	100
Exceeds 25 but not	30	7	100	100
30	35	6	100	100
35	40	5	100	100
40	45	4	100	100
45	50	3	100	100
50	55	2	100	100
55	60	1	100	100

But the amount deducted shall in no case exceed half the rent.

I ought to add that, in a few areas, there is a voluntary scheme in force, notably Buckinghamshire and Brighton.

In other areas the amount of the levy is settled by the Compensation Authority through its Committee.

If you have, lately, taken over a house, you will, probably, not be in possession of the receipts relating to the preceding year.

In this case, if you wish to obtain a reduction of license duty, you should either pay the full amount demanded "on deposit," or ask the Officer of Excise if he will accept the reduced payment on your undertaking to pay the sum in respect of license duty found to be due when you have had a full year's trading. It will be difficult for you to obtain a reduction of Compensation Charge Levy in such a case.

As Licensees soon become aware, they are subjected to all kinds of Assessments in respect of their houses, therefore I must say something on the subject. Space will not permit me to expound the principles governing all of them here, and I shall limit myself to a few words on the Assessments peculiar to licensed premises.

The rating of licensed houses is a matter for rating surveyors, but every Hotel- and Innkeeper should understand the elementary principles governing the subject, which, as usual, in the hands of experts, sometimes becomes of, seemingly, extreme complication.

The rateable value of a licensed house is based upon the ordinary rule that poor rates are to be made upon an estimate of the rent at which the premises "might reasonably be expected to let from year to year, free of all usual tenant's rates and taxes and tithe commutation, rent charge (if any), and deducting therefrom the probable average annual cost of the repairs, insurance, and other expenses, if any, necessary to maintain them in a state to command such rent."

Mark the words used, as they contain the whole essence of the matter.

The question to be solved is : what rent would a man competing in the open market with rival traders give for the house, as a "free" house, with the opportunity afforded by the license of carrying on a lucrative trade ?

Hence you will see that the rent you may be giving for a tied house, where the prices charged to you are greater than the prices which would be charged to you in a free house, is not the true criterion.

The true rent has to be estimated, and the amount given by way of premium (if any) must be added, and so, too, might a sum spent on improvements.

The Rating Authorities are entitled to compare your house with other similar houses in the area, and, as you will easily see, this comparison gives ample grounds for differences of opinion.

It is now well held that the best method is to estimate the true rental by takings and profits, but the profits in this profit and loss account are not the same, as you will see if you study the definition above given, as the profits for balance sheet purposes.

The importance of keeping strict and true accounts can hardly be exaggerated.

If figures are not available, structural value, rent paid, and premium, etc., become material. Indeed all these matters are taken into consideration at once.

If takings only are available, an arbitrary percentage of profits is taken, so much on each department, and if there is a tie, the burden of the tie is included.

The whole calculation is hypothetical, as in the case of most of the other assessments.

ERRATUM.

On page 41, 17 lines from bottom, "highest gross value is the standard limit," *should read*, "is not limited to."

garden, but proprietors should be careful if they take on lease, or agreement, any premises such as a garage, or shop, or land, to which the license does not extend, to have a separate tenancy agreement, in which case it will, usually, be separately assessed, thus saving the payment of license duty and compensation fund charge on that particular portion. An ordinary stable is regarded as part of the licensed premises.

A method sometimes resorted to, is for the rental to be

fixed at a fair figure and for the Brewer to agree to lend a given sum to the tenant, who pays it back, principal and interest, in quarterly instalments so that at the end of the lease it is all repaid.

Such an arrangement often includes a sum advanced for ingoing valuation of effects.

The general principles applicable to Rating Assessments are also applied to Assessments for Schedule A and House Duty purposes, but the deductions allowable are not identical.

In London there is a Quinquennial (every five years) Assessment of Licensed Premises, when appeals can be made. Elsewhere, appeals can be made at any time. Further appeals are to Quarter Sessions, or on questions of law to the High Court.

Very much depends upon the way in which your case is presented, and I refrain from pursuing this subject, lest any attempted advice of mine should prevent you taking advice from your Brewers, if you are a tied tenant, or from a Rating Surveyor, if you are a free proprietor.

The Shops Acts constitute one of the bugbears of the Innkeeper and Off-License Holder.

The first three Sections of the Shops Act 1912 apply to those mainly concerned in on-sales, but if the Notice required by the Shops Act of 1913 is duly posted, the licensee is subject to Section 1 of the Act of 1913 instead of Section 1 of the Act of 1912.

The first Section of the Act of 1912 deals with Hours of Employment, the second with Hours of Employment of Young Persons, and the third with Seats for Female Shop Assistants, so it is important to see that these are provided.

Section 2 does not apply to any person *wholly* employed as a *domestic* servant. Example: a kitchen-maid in a restaurant is a shop assistant, and so are those employed in the kitchen.

The residential part of an Hotel is not a shop, but the rest of the Hotel is a "shop."

Section 1 of the Shops Act 1913 provides that no assistant may be employed for more than sixty-five hours a week, *exclusive* of meal-times.

Every assistant is entitled to thirty-two whole holidays,

on a week-day, per annum, and as regards these, there must be at least two a month, and one, of not less than six consecutive days, in a year. Two half-holidays on a week-day equal one whole holiday.

He or she is, also, entitled to twenty-six whole holidays on Sundays, so arranged that at least one out of every three is a whole holiday.

Meal intervals must be so arranged that the assistant obtains three-quarters of an hour on a half-holiday, and on other days not less than two hours. Every six hours at least there must be an interval of half an hour.

The provisions do not apply to the family of the occupier.

The occupier must affix and constantly maintain, in a conspicuous position in the premises, a Notice in the prescribed form referring to the provisions of this Section, and stating the steps taken with a view to compliance with it.

Licensees, therefore, will see that they must deal with three classes of employees : (1) domestic servants, who, if wholly employed as such, are exempt if "young persons"; (2) those mainly employed in the on-sale of liquor or refreshments, to whom Section 1 of the Act of 1913 applies; (3) young persons other than domestic servants, who may not be employed for more than seventy-four hours a week, *including* meal-times.

If the notice under Section 1 of the Act of 1913 is not posted up, Section 1 of the Act of 1912 applies, and it is more onerous still in its application.

In Managed Houses, the Managers must be included in the Notice.

Wholesale dealers' licenses relate to spirits, beer, wine, or "sweets," and expire on June 30th each year. They authorise sale at any one time, to one person, of liquor in the following quantities : spirits or wine not *less* than two gallons, or one dozen reputed quart bottles; beer not *less* than $4\frac{1}{2}$ gallons, or two dozen reputed quart bottles.

It is illegal to sell anything which contains more than 2 per cent. proof spirit without a license.

So, too, Billiards and Refreshment Room keepers require a license for their establishments, respectively, unless they are in possession of an alehouse license, *i. e.* a full license.

New Billiards licenses are granted at General Annual Licensing Sessions and a Notice that any place is so licensed must be put up. Leave to transfer such licenses must be obtained from the Licensing Justices. Notices for Renewal and Transfer are similar to those required in the case of Liquor Licenses.

Tobacco Licenses require no Certificate.

On the grant of a Transfer of either a Liquor or a Music and Dancing License, the name of the Transferee must be written up over the door of the house, in letters two inches long, and any failure to do so within forty-eight hours may result in a penalty of £10.

So too, in the case of tobacco.

In each case the proper wording must be followed exactly. Example. An Alehouse:

"John Smith, licensed for the sale of beer, wines and spirits to be consumed on or off the premises"; add "and tobacco" if you have taken out such a license.

In the case of a Music and/or Dancing License, the words, in large capital letters, "Licensed Pursuant to Act of Parliament of the Twenty-fifth of King George II," must be affixed, in some (note the words!) notorious place, over the door or entrance to every place covered by the "License for Music and/or Dancing License."

No place licensed for music or dancing can be opened before five o'clock in the afternoon.

With regard to the distribution of liquor for *off-consumption*, no Licensee may, either by himself, his agent, or servant, sell, supply, or deliver, or induce any person to do so, any intoxicants from any van, barrow, or other vehicle, or receptacle, unless it was ordered, and a due entry made in a delivery book, carried by the person delivering, which entry must be copied into a day-book, kept at the seller's place of business. But there is no penalty if the Licensee proves that an offence was committed without his knowledge or consent, by a servant or agent.

In the case of almost all other offences, the Licensee is liable, even when an offence is committed in contravention of his express orders, except in certain circumstances, when the word "knowingly" appears.

An *extension of hours* during which premises may be kept open for the sale and supply of intoxicants, is now

effected by an exemption order, granted by the local authority (who, in the Metropolitan Police District, is the Commissioner of Police; in the City of London, the Commissioner of City Police, and, elsewhere, the Petty Sessional Court).

The matter is governed by Section 55 of the Licensing (Consolidation) Act 1910, as amended by the Licensing Act 1921, and the effect is to allow certain licensed premises to sell, and supply, and registered clubs to supply, intoxicating liquors, during part of the hours other than the permitted hours.

The exemption is only in respect of the immediate neighbourhood of a market, or place where persons follow a lawful trade or calling, and is intended only to apply to certain houses, for the convenience of those persons.

Under Section 57 of the same Act, there is power to grant exemption from closing hours, on *special occasions*, given to the local authority, as above.

This is the Section under which an extension of hours, for the purpose of any "special occasion," such as dinners, dances, and the like, is granted.

A "special occasion" is not defined, but I believe that late dance nights are granted to licensed premises and clubs, in the Metropolis, as often as twice a week, so that a "special occasion" need not be an "infrequent" one.

Those who obtain these favours must be careful to produce the requisite notice, when so required by the police.

A special order of exemption cannot be granted to the holder of an off-license, but it may be to a restricted-hours on-license holder.

When it is desired to sell and serve intoxicating liquors off licensed premises, it is necessary to apply to the Bench for a Certificate for the issue of an *Occasional License*.

It may be well to set out some of the latest alterations in the Licensing Laws.

Under the Licensing Act of 1921 the permitted hours of sale or supply of intoxicating liquors, on week-days, for consumption, either on or off both licensed premises and clubs, were extended to nine in the Metropolis, and eight elsewhere, and as regards Sundays, Christmas Day, and Good Friday, the permitted hours are five. If the

Justices are satisfied that the special requirements of a district, outside the Metropolitan Police area, render it desirable, they may extend the hours to 8½.

The actual hours are fixed by the Justices in the different localities, and range between nine in the morning and eleven at night in the Metropolis, and to ten at night elsewhere.

Whatever hours the Justices fix, it is essential that there should be a break of two hours in the afternoon.

In Wales and Monmouthshire there are no permitted hours on Sunday in licensed premises but there are in clubs.¹

In certain houses, *i. e.* houses which the Justices are satisfied are really Hotels or restaurants, or clubs doing the same class of business, *sale* or consumption at a meal, but not in the bars, for an hour after the expiration of the ordinary permitted hour is entitled to take place, and *consumption* of intoxicants may take place half an hour after the additional permitted hour. But fourteen days' notice must be given to the police of the intention to apply to the Local Authority in the matter. If the application is granted, notice in such form as may be prescribed by the Local Authority, stating days and hours during which premises are permitted to be open, must be affixed, and kept affixed, in a conspicuous position outside the premises, under serious penalty. Permission must be applied for, afresh, at the end of the year, if required to be renewed.

Licensed premises which were, at the time of the passing of the Act, subject to certain closing hours are by the Act of 1921 entitled to keep open all day and night, but not for the sale of intoxicants.

Credit is almost entirely restricted in the case of on-consumption. The long pull is prohibited.

In houses to which an Alehouse or full license is attached, billiard playing may now take place at any time, except between 1 a.m. and 8 a.m.

Although a license-holder may entertain his friends during closing hours, a guest resident in the Hotel or Inn

¹ Licensed Houses there may open on Christmas Day (if not a Sunday) and on Good Friday.

All public-houses, as distinct from Hotels, must be closed on Sunday in Scotland.

may not do so, but there is, now, nothing to restrict his right to have sold and supplied to him intoxicating liquor, at any hour, in any licensed premises or club, where he is residing.

The Certificate granted by Justices is sometimes called a "Justices' license." This is confusing, because, until a license has been issued by the Excise Authorities, it confers no power to commence business.

It is useless to build a house with a view to its being a licensed house until you have obtained the grant of what is called a "Provisional Certificate," which requires confirmation at the Quarter Sessions.

This Provisional Certificate is exchanged, as a matter of course, for a Certificate on the due completion of the building, according to the plan previously passed by the Justices and before business can be commenced, and an Excise License is issued upon it.

At the Annual Licensing Meeting, Justices have the power to grant *Removal* of licenses from one site to another. It is, however, seldom exercised, except for effecting some public improvement, as the grantee escapes the payment of monopoly value.

While it is impossible, in an abstracted statement of the law, to deal, in detail, with the many points peculiar to Licensing, a few words on the Renewal of Licenses must be stated.

The holder of a Justices' license applying for renewal need not attend in person at the Court, unless he is required to do so by the Justices for some cause personal to himself. But the Justices may construe the omission to sign a paper (sent round in the Metropolis) or to write a letter applying formally, annually, for the renewal, to their clerk, as evidence that the renewal is not required.

The Chichester Bench, for example, requires this. Assuming that to have been done, the license-holder is entitled to seven days' written notice, at least, of any objection to renewal, and any evidence given at the hearing must be on oath.

The power to refuse the renewal of an "old on-license" other than an old (*ante* 1869) beerhouse license is vested in the Licensing Justices where the ground of refusal is that:

(1) The licensed premises have been ill-conducted¹ or are structurally deficient, or structurally unsuitable²; or :

(2) A ground connected with the character or fitness of the proposed holder of the license; or :

(3) That the renewal would be void, see Part 11 Schedule 2 of the Act.³

The grounds for the refusal of " Old Beerhouse " licenses are :

(1) That the applicant has failed to produce satisfactory evidence of good character.

(2) That the house or shop in respect of which a license is sought, or any adjacent house or shop owned or occupied by the applicant, is of a disorderly character, or frequented by thieves, prostitutes, or persons of bad character.

(3) That the applicant, having previously held a license for the sale of wines, spirits, beer, or cider, the same has been forfeited for his misconduct, or that he has, through misconduct, been at any time previously adjudged disqualified from receiving any such license, or from selling any of the said articles.

(4) That the applicant, or the house in respect for which he applies, is not duly qualified as by law is required.

The discretion given to the Justices, though limited, is very wide.

An old on-license may be referred to the Compensation Authority on the grounds of redundancy, and compensation is then payable on the difference between the value of the premises licensed and unlicensed (see S. 20, Licensing Act 1910).

If the renewal of an off-license is refused, no compensation is payable, nor does the holder of an off-license contribute to the Compensation Fund.

¹ If a publican persistently refuses to supply food the renewal may be refused.

The police are entitled to comment on the conduct of any licensed premises in any Report at an Annual Licensing Meeting, although no conviction may have taken place.

² The Justices have power to order alterations to be made to any licensed premises on pain of a refusal to renew the license.

³ Certain offences and conditions disqualify a person from holding a license.

Transfers of licenses are made on special occasions, not less than eight in number, at various dates spread over a year.

Temporary Transfers can be supplied on any date (in most Courts) when the Licensing Justices are sitting.

New Grants and Renewals (for all licenses except term, new licenses are renewable annually) are only granted at the Annual Licensing Sessions, which must be commenced on some date between 1st and 14th February, or at an adjournment thereof.

The law in regard to Transfers corresponds closely to that respecting Renewals, and in case of a refusal the proposed transferee is entitled to have the reason put in writing.

All these matters are, however, so highly technical and complex that it is vital to obtain expert legal advice thereon at the earliest possible moment.

When taking over a house it is of great importance that you should inquire before you part with your money into the record of the outgoing Licensee regarding convictions, for, curiously enough, they are visited, sometimes, on his successor, so that even if a temporary transfer is obtained, the full transfer or renewal may be refused. This is, no doubt, a development of the Second Commandment!

There are stringent provisions in regard to serving *Children*.

You are not allowed to serve any description of spirits to any person, "*apparently* under the age of sixteen," and the burden of proof that such person was not *apparently* under sixteen is upon you if, in fact, he or she was so.

You must not sell or deliver, or allow any person to sell or deliver, save at the residence, or working place of the purchaser, any kind of intoxicants to any person *under fourteen*, for consumption by any person, on or off the premises, except in *corked and sealed* vessels, in quantities not less than one reputed pint, and then only for consumption off the premises.

But a Licensee may employ a member of his own family to deliver intoxicants properly corked and sealed.

Under the Children's Act it is illegal to allow children under the age of fourteen to be in the bars of any licensed

premises, except during closing time, but a child may pass through the bars to get to another room, if there is no other way of getting there.

The mere fact that intoxicants are sold in a room, as auxiliary to other business, does not render it illegal for a child to be there, *e. g.* a railway refreshment-room, or an Hotel lounge.

If the proprietor is prosecuted, he must prove that he has exercised due diligence in keeping children out.

In some houses a waiting-room for children is provided. If this is not done the child of a customer must be left outside in the cold and rain. Thus while its moral welfare is provided for, its physical well-being is sacrificed.

Clubs.—The law as to Clubs is in several respects different to that applying to licensed houses. A Club in which intoxicating liquors are sold must first be registered, and a number of particulars given by the Secretary. A return signed by the Secretary must be furnished annually.

A register of the names and addresses of the members must be kept on the premises, showing the date of the last payment of subscriptions.

These returns must be made to the Clerk to the Justices. The fee is 5s., payable annually.

Clubs pay no license duty or Compensation Fund charges. In case of misdemeanours they are struck off the Register, and up to twelve months for a first offence, and up to five years for a subsequent one, need not be admitted for re-registration as a Club.

The laws of sale are, generally, similar to those relating to licensed premises, but drink must only be supplied to members or their guests, and to members only for off consumption. In any case the member alone must pay.

An ex-public-house cannot become a Club for twelve months after the license has been extinguished.

Anyone contemplating the formation of a Club where intoxicating liquor is to be sold should, of course, take legal advice, and the above general observations must not be taken to be a complete exposition of the law relating to Clubs.

A good deal of confusion is sometimes created in the minds of proprietors by the combined desire, which is

not unnatural, to punish a swindler or a thief, and to recover the loss.

You can seldom have it both ways, except that the mere fact that you have prosecuted does not take away your civil rights.

As a moral duty to your employees, your fellow-proprietors, and the public, you ought to prosecute in any case where you are legally advised that you may do so. Having chosen to make an offence a civil one, you cannot, on the same facts, afterwards prosecute.

But you must not threaten a person with criminal proceedings if he does not pay. Probably he will pay, through the Court, if he has the means, if he is summoned.

As to when you shall take out a summons, and when cause a man to be arrested, you must in a sudden emergency be guided by your common sense, bearing in mind that if you wait to take out a summons you may lose your man, and if you are too hasty that you may be sued for false imprisonment, or for illegal detention. You must always take advice in such cases, if time admits of it.

As Licensee the police are bound to help you to turn out a trespasser in most cases, or a drunkard always, but if the former can show a *prima facie* claim of right, the police cannot be compelled to help you.

In conclusion, so long as you do not try to associate English Licensing Law with moral sensibilities, or common sense, there is hope for you. If you do otherwise than learn it by heart, you will be led into confusion of thought, of which the following true story is a shining example.

One of the Commissioners in Lunacy, on entering an asylum, saluted an inmate, whom he recognised, with the words, "Hullo, Moses!" On leaving, he said to the same man, "Good-bye, Moses!" "Oh," said the man, "I'm not Moses, I'm Solomon." "But," said the Commissioner, "this morning you were Moses." "Ah," replied the lunatic, "but that was by a different mother"!



CHAPTER III

CATERING (INCLUDING THE PRINCIPLES OF COOKERY)

“Cookery is become an art, a noble science.”

Burton, *Anatomy of Melancholy*.

ALTHOUGH the weather and food (including drink) are our favourite topics of conversation, it may be said that Englishmen feed, while Frenchmen eat, and this may be one of the missing links between ourselves and the French.

However that may be, it is one of the minor tragedies of life that the *Hôtelier* is, to some extent, limited by the tastes and habits of his guests. Not one in a hundred of those who can afford to pay for a good dinner, knows how to order or enjoy it. For a man enjoys what he digests, and not what he merely consumes.

What was the matter with the Psalmist when he wrote “Cor meum eructavit,” which is translated into middle-class English, with a fine disdain of truth and syntax, as, “My heart is inditing of a good matter”? Whatever the complaint, the cause must have been indigestion, though possibly, as the Monks gave Buchanan the job of translation as a punishment, he felt entitled to take liberties!

So if we accept the responsibility that anyone who is our guest must be kept happy during the whole time he is under our roof, we must, at least, learn how to refresh him, so that he will enjoy.

But to provide an Hotelkeeper ignorant of catering with a first-class chef is like arming a child with the club of Hercules.

And so, as Pepys would have said, to business. Catering is defined as “The purveying of food.”

In fact, it includes wines, spirits, cigars, cigarettes, minerals, liqueurs, and cordials.

Food includes almost everything that is edible and good to taste.

In form it includes all meals, served either at a fixed

price or by the card, as well as sales, by weight and measure, over the counter.

Meals include special dinners and luncheons, or banquets, light and stand-up luncheons, ball or other suppers, refreshment-room and bar catering; catering for shows and entertainments, by means of buffets; canteen catering, wet and dry, or dry only; club, ship, shop, railway, staff, and ordinary house catering.

As each of these differ from one another in various particulars, the field of knowledge requisite is very extensive.

All of them, first of all, involve buying, most require preparation, frequently cooking or mixing, and then serving or displaying.

The means of service also differs in two ways :

(a) According to the class and number involved.

(b) According to the kind of employee required.

All these statements are as obvious as they are uncontroversial, but to state them helps to formulate a way of dealing with them.

I shall not attempt to take each class of catering entirely separately, but divide them, roughly, into divisions, stating only the special considerations applying to each, in order to save repetition. It is of paramount importance that we should thoroughly acquaint ourselves with the principles governing the subject, and then application to, and understanding of, the various branches will more easily follow, from experience.

Let us take, first, one usual meal served in an Hotel, where chance trade is small, because this will lead us up to a discussion of the fundamental elements of cookery.

This is the simplest and easiest form of catering, from all points of view except one, because it is most nearly akin to ordinary domestic housekeeping in a large establishment.

The one point in which its difficulties excel lies in the necessity of providing variety.

Many housekeepers and cooks can provide excellent fare for a short time, but they are often inclined to repeat themselves.

Sometimes they try to avoid it by calling, practically, the same thing by other names.

This is bad. It reminds one of Betsy Prig, who when

she drank rum out of a teapot was reproved by Mrs. Gamp with the words "Drink fair." There are lies, damned lies, statistics—and menus.

If you do not call things by their right names, it will ill become you to complain of your teetotal friends who describe brandy-and-soda as "liquid fire and distilled damnation," or of your Nonconformist friends who define dancing as "cuddling to music."

The menu should not cheat the customer. The great thing, in this class of catering, is to have a good selection of menus, and to know how each dish is constituted, so as to avoid waste.

Fish is one of the difficulties, in some country places, and is to be avoided, as a rule, on Mondays, or in continuous stormy weather. So, too, are some sorts of fish, such as mackerel, unless very freshly caught.

The place of fish can always be taken by eggs in one form or another. If not commenced with oysters, melon, or half a grape-fruit, the dinner will be commenced by soup. Hors-d'œuvre are extravagant, and generally nasty, outside London and the largest towns, and require very careful dishing up and service.

Soup can be thick or clear, and hot or cold, according to the weather.

For thick soup the stock-pot should be the basis. Canned soups are expensive, and not so good.

Avoid tomato soup as far as possible, only because its use is overdone. Perhaps if I remind you that this vegetable was largely the cause of Mr. Pickwick's downfall in the breach of promise action brought by Mrs. Bardell, you will be warned.

Toast should be served always with dinner, and I consider invariably with lunch or breakfast—in fact, with every meal.

If served absolutely fresh, it may be laid upon a plate, but otherwise should be placed in a toast-rack. Care must be taken that it is not allowed to get hard, nor yet sodden.

To serve meat twice in the same meal is generally bad, unless the entrée consists of a sweetbread, or some réchauffé in some form or another. A great authority has said that "a last course at dinner wanting cheese is like a pretty woman with only one eye."

Nowadays it is seldom that an ordinary dinner need exceed five courses, and I know of one of the best Hotels anywhere where the number of courses seldom exceeds four.

The shorter the dinner, the better it must be, and the more satisfying and nourishing. A good dinner is the best lubricator of business, and it is business, generally, that initiates Hotel hospitality.

It is much better always to err on the side of simplicity.

The first example of this is in the construction of the menu, which should be in English, unless the manager is a good French scholar. French chefs can seldom spell their language correctly.

Let your dinner be distinguished, and this need not prevent it being also economical.

It is impossible to lay down special rules as to what is economical, because it depends largely, first, on your cook or chef; secondly, on what is in your house; thirdly, on the markets and what happens to be in good supply; fourthly, on the use you make of what you have.

The great thing to try to achieve is to waste and throw away as little as possible. I almost said "nothing." In the case of meat, every atom of nourishment should be extracted, even from bones, in the stock-pot and digester, which are your greatest stand-by.

Bread and parings from toast can be made into excellent puddings, combined with other ingredients or *croûtes-au-pot* soup.

Vegetables need never be cast away.

Even tea-leaves can be preserved for the floor-sweeping—an old but effective aid to sweeping, in spite of what is said by carpet dealers.

Always see what is thrown away, and do not mix swill with ashes, etc. Swill and fats can generally be sold, or fed to live-stock.

If you omit an entrée, a savoury should be made, and always see that it is served very hot, and fresh for each party.

It is a mistake to omit sweets, unless your party consists wholly of men.

Avoid such things as wine jelly, unless you have them left over from a party.

Cold sweets at dinner, unless you are serving ices, are poor fare, except in really hot weather.

Avoid tinned or bottled fruit, if fresh is freely available, unless you have bottled them yourself.

It has been said that God sends meat and the devil sends cooks; and of chefs, as Jorrocks said of huntsmen, "They are either 'eaven-born or hidiots, there is no medium."

If your Hotel is a residential one, of less than one hundred and fifty rooms, a good woman cook is generally preferable to a chef or male cook, but she should be chef-trained if possible.

She may not be so much of an artist, but she usually is more resourceful, more versatile, and has a greater number of dishes at her command.

Moreover, she is usually more economical. She cannot, however, as a rule, reign over men. If neither the manager nor his wife has much knowledge of *cooking*, the suggestions regarding the menu are best left to the cook, but this does not mean that the manager should leave the catering to her entirely. He should, at least, learn the fundamental principles of cookery, which we shall now attempt to enunciate.

It cannot be said that as a nation we understand or care very much about the science of cookery, and this is strikingly exemplified by a remark which I constantly hear, "We cannot go in for French cooking: it is too extravagant for us;" "We have only plain English fare;" and this is what they mean by the latter.

One day's feasting, four days' fasting, and one day of scraps, and this although we have the finest materials for cooking in the world, and very much more to spend on them than the French.

To those who make use of the phrases I have mentioned, French cooking means the art of Escoffier for the palate of Newnham Davis.

What the French have learnt, and what you must learn if you are to be a successful host, is, how to make the best of simple materials, as regards taste, nourishment, and economy.

It really is not enough to know what meat costs, and how many pounds you consume a week, the price of bread, or the number of quartern loaves you use.

You must positively know the amount of nourishment

required, the best kind of food to buy, and the best modes of dressing it, and you must bear these things in mind when, in your blind and feckless choice, you are buying them.

Therefore we have to study the keeping of food and the preparation of it.

And, first, let us refer to the keeping of it. The Larder should face north, and, instead of glass in the window opening, have fine-mesh perforated zinc to let in the air, with an outer wooden shutter in case of frost. We refer to its equipment later on.

The Larder should have a current of air through it, and be thoroughly dry, for it has to house goods which, in themselves, require different keeping periods; and which vary in different temperatures.

Given these things, and proper attention, meat will keep, according to the weather, from a few days to three weeks.

There are two forms of decomposition of meat, which we need not go deeply into here—one in which putrefaction commences on the surface, but does not penetrate to the bone, and the other, where the whole mass “goes bad” together, as in hot or thundery weather.

You can test this by a crackling feel given to the hand, depending upon the gas bubbles confined in the meshes of the meat, and by the nauseous smell.

When meat is in this state it is unfit for consumption, even by dogs or cats, and should be deeply buried.

Frozen Meat.—In dressing chilled or frozen meat, poultry, or fish you must *gradually* thaw through their whole substance, either by placing them in a warm kitchen for some hours, or by immersing them in lukewarm water, and keeping it at that temperature.

Meat and poultry are best warmed in air, fish in water.

On Hanging Meat.—Before dressing meat which has been hung for some time it should be washed in strong salt and water, and if any part should show small signs of decomposition only, it must be removed, and that part of the surface rubbed over with a little strong distilled vinegar, which must be subsequently washed off. Roasting will eliminate the rest and restore its flavour.

In hot weather, meat (and in all this part of our discussion I include poultry) must be watched carefully for any signs of putrefaction, such as greenness, tender-

ness to the touch, softness, or suppleness of the joints, or smell.

I refrain from giving any of the time-tables for keeping meat or game, because they will mislead more than they help.

A very few fish are better for keeping, *e. g.* sole, perhaps. Fish must not be allowed to become dry, and cod and haddock are best hung up.

When meat, poultry, or game appear unlikely to keep until they are required, they should be parboiled, which means half-roasted. This should keep them for two or three days.

When you come to cook any of them finally, it will probably take about three-quarters of the time it would have taken if it was raw at the commencement.

Apples and Pears should be stored in a dry room, *not* exposed to a current of air, which shrivels them. They require darkness, and must not be in contact with one another, and should be placed on a wooden shelf, for choice. The rotten ones should be removed at once, so that they require examination once a week.

Potatoes and Jerusalem Artichokes must be stored, either in a dark dry cellar, heaped, or in a cask, or in "buries," covered over by earth (and thatched if the earth is loose).

In choosing a Cookery Book you must remember that most Hotel Books abound in recipes for, so-called, high-class Hotels.

Cookery Books are as a rule very good and useful, and to the entirely ignorant the use of one or more is indispensable.

If your house is a small one, of, say, not more than fifty or sixty rooms, the nearer you approximate to good country-house fare the better.

Do not choose a Cookery Book because it has a large number of recipes: such a book will only confuse you, and mean nothing.

Nor are Cookery Books to be chosen by their date. Few of the great recipes of seventeenth- and eighteenth-century France have really been superseded, and the great era of cookery was before the manufacture of canned soups and sauces, which make cooking expensive and pander to the laziness of cooks.

True, those things have their uses, in an emergency, or an unexpected rush; but keep them mainly for those occasions.

The authority and art of a good dinner largely depend upon the sauces used, and these are best made up, and not bought ready made.

But to make perfect sauce requires a natural gift, and is the height of the culinary art; among sauces are included gravies, which are the juices of meat.

The French have two gravy sauces, a brown and a white, the Adam and Eve of all the other highly complex preparations of all their gravies.

The one is called *Espagnole*, or Spanish, the other *Velouté*, or Velvet-down.

Of these, in French cooking, the brown is used about three times as often as the white.

Yet while there are three variations of the white: *Velouté*, *Béchamel*, and *Allemande*, there is but the one (Spanish) brown (which can be made without any ham or bacon in spite of its origin).

The origin of the French brown was from *pot-au-feu* (though not in the same manner as *bouillon*). The foundation was beef, but when the Spanish name was given the essential principle was bacon, ham, and *Estremadura* sausage, all well smoked.

The French had no ham of their own worthy of any note, but were delighted with the hammy taste. But the right ham, *Montaches*, became unprocurable, and the tasteless French ham was introduced, not only into the brown, but also into the white sauce (a great mistake).

Better far than the French ham are the Jewish smoked beef, or the Jewish beef sausages.

What, then, is the essential difference between brown and white sauces?

The essential difference is that, in addition to the boiling and simmering processes, which produce a white sauce, the brown one has to go through a process of roasting.

The fact is, that, at a certain period of their decoction, the juices of certain meats are roasted; and though one does not speak of roasting water, one does burn milk, brown butter, and make a sauce fall into a glaze, just as chestnuts are roasted in a pan, or coffee is roasted in a closed cylinder.

The roasting develops quality, as in coffee-making. You can make the experiment yourself with two pats of butter in five minutes.

Take one and simply melt it in a ladle, over a flame, making oiled butter.

Take the other and roast it to a light hazel tint, and you have what is called nut-brown butter.

The fragrance promoted by the roasting is as astonishing as it is simple.

What the reason for this is we do not know, or care, but it is typical of the entire difference between white and brown sauces.

But the roast flavour can be introduced into brown sauce in more than one way.

You can roast the sauce itself, *i. e.* by boiling the juices of meat down to a glaze.

The process that really takes place is, that the pan catches it, just as it catches butter, a very little of it—the resulting glaze is sufficient to flavour sauces and soups.

Another way is to put the solid ingredients of the sauce—the meat and the vegetables—into a pan, with butter, to brown them for a time—that is, really to roast them—and then boil them down to water or bouillon.

A third way is to obtain the juices from the meat, by boiling it slowly for a short time, say, half an hour, in a small quantity of broth, by stabbing the meat to make the juices flow, by next boiling rapidly till solid and fluid roast together—that is, fall to a glaze—and finally, by filling the vessel with broth or water and letting it simmer for hours, until the result is perfect.

Sauces can also be thickened with *roux*, which is merely flour roasted in butter.

One of the most ancient and best methods of the French, for the perfection of a brown sauce, in a super-excellent consommé, is to roast a fowl first, and then to boil it down in the stock-pot; those who are afraid of the goodness departing can then braise it—really another form of roasting.

In other words, brown sauce needs the taste of the fire. White sauces must be kept from the taste of the fire.

I have dealt with the foundations of sauce-making first, because they are the basis of cooking; I shall now go back to the principles of cooking.

In the course of this discussion, it is impossible to deal with the vast subject of cookery in detail. The use of instruction is to direct the mind to the correct channels of thought, by stating the principles and foundations which govern the subject.

When we wander into detail before getting the principles and foundations fixed in our mind, we get into confusion and controversy.

I hope to state the principles in such a way that the more thoughtful will be able to pursue the subjects for themselves, if they so desire.

Since catering involves at least four elements—the arts of buying, selling, preparation, and service—all of these must co-exist. None is of any use without the others, *e. g.* bad service spoils the best cooking. We shall deal with buying and storing under separate headings, and selling also.

Let us concern ourselves, first, with preparation, of which section cooking is the most important.

Of all the nations, the French have chiefly excelled in this art. Indeed the origin of all modern cooking lies with the Latin races, beginning with the Romans.

The finest cooking, in London, is in the hands of the French, Italians, and Spaniards, and the greatest artists are men.

So, too, with service. Few Englishmen, and fewer Englishwomen, are themselves gourmets, as distinct from gourmands, and if they do not take any deep interest in gastronomy for themselves, they can hardly be expected to take it for other people, and they seldom do.

That is why those lucrative and interesting arts and trades are in the hands of foreigners.

We get the best in London because we pay the best, and because the taste for good food and the power to pay are greater in London than anywhere else.

The best way to get a grip of the principles of cooking is to study its history, and see how the elaborate dishes of to-day were built up from their basic foundations, but if I were to attempt to go into it with you in detail, you would, very properly, say that I was wasting your time.

Few, if any, of my readers intend to become their own cooks, *but*, if you are to make successful Hotelkeepers, etc., you are bound to acquaint yourselves with the

elements of cookery, and, if you do this, you will find yourselves often able to make intelligent and intelligible criticism, and give opinions to your chefs, or cooks, which they will respect. In any case, nothing is so liable to weaken your authority over your staff as ignorance. They will put up with almost anything if you have knowledge and authority.

I propose, therefore, to deal simply and shortly with the various methods of cooking, and then to make a few remarks on the principal items of food.

After that, I offer to anyone interested the original recipes for many of our standard dishes, and others much rarer.

Let me begin then with the various methods of cooking.

Boiling.—To judge by the use of the word there is no mode of cookery so common as *boiling*. As a matter of fact, true boiling is extremely rare, and nearly always of short duration.

Boiling is a word of the widest and vaguest meaning. For example, milk and spirits will boil at a comparatively low temperature.

On the other hand, fats and oils have their boiling point at a prodigious heat.

In common parlance of the kitchen, to boil means to produce the temperature of boiling water, which is 212° Fahr.

But there is very little cooking at 212° . Nearly all cooking is done either a little below or very much above this temperature.

Cooking which is done above the boiling point, *i. e.* broiling, or grilling, baking, frying, and roasting, develops the peculiar roast flavours at a temperature of 400° and upwards.

The cooking which is done below 212° is known as stewing, simmering, seething, slow boiling—often as low as 170° .

Boiling heat (212°) is, really, only required for two purposes :

(1) For rapid reduction, *e. g.* to evaporate the water from sauce, an infusion, or a decoction, from vinegar, wine, or milk. For this, a cook resorts to the most violent ebullition within his means.

(2) Violent boiling has, also, its use as a preliminary step to the cooking of meat and vegetables, *e. g.* a leg of mutton—it will not, *really*, be boiled except during the first few minutes.

It depends whether it is going to be eaten as such or not.

For instance, if it is not to be eaten, and you only want to get all the goodness out of it, in the form of broth or stock, the meat is put into cold water, which is gradually heated, and then only seethed, or simmered, or slow boiled, much below 212° .

If the joint is to be eaten, the great object is to keep the juices within it.

It is, therefore, plunged into the hottest boiling water, which coagulates the albumen within, and produces, in effect, a thin but perfect coat of mail, so that the juices cannot escape. Five minutes or less is sufficient.

The quick boiling is, by the addition of cold water, brought down to slow boiling, or simmering, and though we speak of the leg of mutton as boiled, it is, really, only boiled in the first five minutes.

In fact the boiling point 212° may be described as the neutral or middle point of culinary heat.

Thus it is already known that the kitchen produces two kinds of cookery, the brown and the white (the white is not, however, always white); the one is produced by intense heat, and the roasting savours, and the other comes of gentle heat.

The 212° boiling heat produces neither characteristic.

When meat begins to boil, a scum rises to the surface, and continues to do so for some little time. This must be carefully removed as fast as it rises; for it soon begins to sink again, and this renders it difficult, afterwards, to clarify the liquid. Salt helps the scum to rise.

Time-Table for Boiling

The following table means, for the most part, under-boiling or simmering.

In some cases, also, chiefly in vegetables, now and then also in fish, any time-table is insufficient, and it is

only possible to ascertain whether the cooking is enough by probing.

<i>Description.</i>	<i>Hours.</i>
Round of Beef (20 lbs.)	5
Edgebone (14 lbs.)	3
Brisket (10 lbs.)	3
Ham (12 lbs.)	4
Leg of Pork (8 lbs.)	3
Hand (6 lbs.)	2½
Bacon (2 lbs.)	1½
Pig's cheek	2½
„ feet	3
Ox-tongues, fresh	2
Leg of Mutton (9 lbs.)	2—3
Neck (7 lbs.)	2
Breast of Veal (7 lbs.)	2½
Neck of Veal (5 lbs.)	2
Knuckle (7 lbs.)	2½
Calf's Head	3
Calves feet	3
Tripe	1½
Turkey, small	1½
„ large	2
Fowl, „	1—1½
Chicken	¾—1½
Partridge and Pigeon	¾
Rabbits	¾

	<i>Minutes.</i>
Green (quick boiling)	25
Cabbage „ „	25
Asparagus	25
Artichokes	35
Green Peas	15—20
Carrots and Turnips	15—30
French Beans	30
Cauliflower and Broccoli	15—30
Brussels Sprouts	15—20
Beetroot	150
Parsnips	35
Spinach	12
Onions, whole	60
Turbot (15 lbs.)	30
Cod's Head and Shoulders	60
Salmon	60
Slices of Cod or Salmon	15
Skate	15—20
Herrings	10
Mackerel	15—20
Lobsters or Crabs	20—30

The following are the approximate weights lost in boiling :

Beef	loses per 100 lbs.	. . .	26 $\frac{1}{2}$ lbs.
Legs of Mutton	" "	. . .	21 $\frac{1}{2}$ "
Salt Beef	" "	. . .	15 "
Hams	" "	. . .	13 $\frac{1}{2}$ "
Salt Pork	" "	. . .	13 $\frac{1}{2}$ "
Bacon	" "	. . .	6 $\frac{1}{4}$ "
Turkey	" "	. . .	16 "
Chicken	" "	. . .	13 $\frac{1}{2}$ "

In comparing boiling with roasting there is an *apparent* gain, but the roasting process will produce about ten pounds per hundred pounds of good dripping in addition to a pound or two of gravy.

But the boiling liquor will make into good soup if not too salt.

Brazing is a combination of stewing and baking. The meat, which is nearly always boned, is put into a copper stew-pan, with broth and vegetables, and set upon embers, on the corner of the stove, to simmer very gently.

It is, at the same time, subjected to another process of heat on its upper surface. The lid must be tightly closed on it, and a heat applied to its upper surface that, if applied alone to it underneath, might burn it.

The effect is that, while *below* a sort of stew is taking place, *above* the meat is in a miniature oven, baking and browning.

This mode of cooking is popular in France. It is preferable to boiling, but not equal to roasting.

Sometimes the French cover delicate meat cooked in this way with paper, *e. g.* fowl or turkey.

Braze is a common term for the ingredients put into the brazing pan to stew with the meat.

The ingredients of a braze are legion.

Baking.—Chemists cannot tell us the difference between baking and roasting.

But there is a difference in the process. In roasting, the meat is swinging, or turning in free air, before a bright fire. In baking, the meat is motionless, in a confined space, and the heat is produced in darkness.

The degree of heat, as marked by the thermometer, may be the same in either case.

We speak here of baking in a baking dish in a closed oven.

Now you may wonder what is the practical good of my telling you all this.

I will give you one reason.

Suppose that your range is out of order, and you cannot use your ovens—remember that a common saucepan will do as well.

Suppose you are suddenly called upon for a good hot supper, the servants have gone to bed or out, and your fire has gone down.

You have a bird in the larder.

Rub it in butter, and put it, with more butter, into a good copper pan, on the doubtful fire. The pan becomes, when tight closed, a small oven, which can occasionally be opened to give the bird a turn or a baste.

Such a pan will bake a partridge in twenty minutes, a woodcock or pigeon in fifteen, and no one will guess that it has not been roasted before a brilliant fire.

Lovers of good cooking cannot but lament that since the introduction of the oven, and in the haste and hurry of modern life, the baking of meat has taken the place of the older-fashioned roasting.

The elaboration of meals has been an important contributory cause of this, for continual basting, and therefore attention to the meat, is a necessity of good roasting, as we shall see.

To bake beef, and, when finished, to pour over it part of its own melted fat and liquor, mixed with water, and call it roast beef with gravy is the common practice, and we have become accustomed to the outrage.

If, however, you would gain a name for good old English fare, as it used to be obtainable in the Chop Houses, you will insist upon a return to the style of roasting described in our next discussion.

For the only advantage of thrusting meat into an oven is that it is hidden, and therefore is not apparent as a standing reproach for neglect of basting. What a kingdom might not Perkin Warbeck, the turnspit, have reigned over to-day if he had been content with perfectly respectable parents, instead of pretending to be the son of a king and a queen! No one would have disputed his title as King of the Roast!

Roasting.—The first lesson a cook has to learn is to know what roasting is, and how it differs from other modes of firing food.

In one use of the term, roasting is something distinct from baking, broiling, and frying.

According to another, it *includes* baking, broiling, and frying.

In the widest sense, to roast is to cook food by the application to it of a roasting heat, and a roasting heat may be described as the highest degree of heat which will cook food without burning it up and destroying it.

Roasting, frying, and baking are but different methods of applying this extreme heat.

The heat of a common fire is said to be equivalent to 1145° Fahr., and an ordinary red head to 980°.

A roasting heat varies between 350° and 450°, that is, double the heat of boiling water. Boiling may be described as the *lowest* heat that will cook food in a reasonable time.

This lowest degree varies between 170° and 212°. The extreme heat evolves certain flavours which it is impossible to reach by mere boiling.

Between the two extreme heats, *i. e.* roasting and boiling, with all that each includes, there are two ways of producing heat with a medium result. One is called *Braising*, as we have seen, and the other is called *Sauter* (tossing in butter), and is a process of frying in which the roasting heat that would be developed if the pan were left still is arrested, by tossing its contents, so that they never reach the browning point, which is the chief index of roasting.

The essential condition of good roasting is constant basting, and this the meat is not likely to receive when shut up in an oven. Nowadays it is the kitchen hands who get most of the basting. Thus Surtees, in *Handley Cross*: “There are your tickets for soup, as the cook said when she basted the scullion with the hox-tail.”

For ideal roasting the fire should be made up with the hands, using an old glove, and not by shovelling on a scuttle of coals.

The fire should be arranged so that air passes freely into it, and thus you save stirring and disturbing it.

Just before putting down the meat, which should be suspended before the fire, clear up the fireplace, and throw to the back of the fire all the cinders and a little small coal, slightly wetted.

This prevents waste of fuel, and throws the heat where you want it, in the front.

If a meat screen is used, it should be warmed first. Heat reflected from bright metallic surfaces never dries or scorches the meat.

Arrange the dripping-pan so that no ashes can fall into it, and just as far below the meat as will enable you to baste it easily.

If you have dripping, or stock, put about a gill into the dripping-pan for basting.

There is a right and a wrong way of hanging meat to roast.

The thickest part should hang a trifle *below* the centre of the fire, and this can be done by hanging the shank of a leg of mutton downwards.

The time required for roasting will be governed by circumstances.

Different kinds and qualities of meat require different treatment.

The time usually allowed is from fifteen to twenty minutes for a pound.

Before removing from the fire, press the lean part with the thumb; if the meat yields easily, or if it seems to the fire, it is done.

Never sprinkle salt over the meat till about a quarter of an hour before it is ready for the table.

Pour away the dripping before using the salt, because fat used for puddings and pies, in frying, is better without salt. Thus, the pure gravy free from fat is left in the pan.

Dredge a little flour over it, and every part should be a pale brown, not scorched or blackened.

Have a gill or half a pint of stock, or broth, or water ready, pour it into the dripping-pan, rinse it round, strain it into the dish, and send it to the table as quickly as possible.

The following is a Time-Table for Roasting, but the times can only be given approximately, as a great deal depends upon the quality of the meat to be roasted, its

distance from the fire, and the heat of the fire and peculiarities of the range.

<i>Description.</i>	<i>Lbs.</i>	<i>Hours.</i>
Beef	15—20	4
”	7—8	2
Veal Fillet	10	3
Neck or Loin	4	2
Leg of Mutton	8—10	2
Shoulder	6	1½
Leg of Lamb	6	1½
Forequarter	8	2
Leg of Pork	8	3
Loin of Pork	6	2
Haunch of Venison		4—5
Hare		1½
Turkey	9	2
Goose	6	1

Minutes.

Capon	60
Poularde	45
Chicken	30
Duck	60
Duckling	40
Pheasant	35
Partridge	15—20
Woodcock	15—20
Wild Duck	15—20
Widgeon	15—20
Pigeon	15—20
Quail	15—20

The loss of weight in roasting has been given as follows :

By gas per 100 lbs.	27½ lbs.
Beef before the fire	per 100 lbs. 32 lbs.
Shoulders of Mutton	” ” 31½ ”
Loins	” ” 35½ ”
Necks	” ” 32½ ”
Beef Sirloins and Ribs	” ” 19½ ”
Leg and Shoulders of Mutton	” ” 34¾ ”
Lamb	” ” 22½ ”
Poultry	” ” 20 ”

Dripping and gravy are included.

Baking per 100 lbs. loses 30 lbs.

A course at an ordinary dinner can be taken to last about ten minutes.

Grilling.—If this is the oldest and simplest form of cooking, it also requires most constant care.

A cook should never turn his back on a gridiron, as he must see that the fire is always clean, and that the meat does not get burned, dried, or smoked.

In England, the cook seldom gives meat any preparation for the grill, except where it is to be bread-crumbed.

The French sprinkle it with pepper and salt, and brush it with oil or butter, *and they are right*.

For bread-crumbing, the French plan is to dip the cutlet into oil and butter, and then to roll it in crumbs.

The English smear it first with egg-yolk, and then roll it in crumbs, but when this is broiled it forms too dry a crust round the cutlet, and therefore, after rolling it in crumbs, sprinkle it with clarified butter.

For the grill, the cutlet is placed on a slant, to ensure that any fat, as it melts, shall run away, and not drop on the fire under the meat, and thus cause a smoky flame.

The surface of the steak should have a certain firmness when it leaves the grill; and the great art of grilling is to reach this degree.

In France, the danger is that the steak may turn out sodden; in England, hardness is the more common fault.

The French err because they do not put their steaks near enough to the fire, for they *never* turn a chop, or a steak, more than once.

In England, a steak or chop is turned many times, but always with a knife, and never with a fork.

The English method is the better.

Stewing.—It is sometimes said that stewing is so easy as not to require description. This is not so. Stewing requires patience, and a heart in the stew-pan.

Haricots, ragoûts, and stews should all be cooked very slowly and gently. It takes all day to get the real flavour out of a tomato, and the same applies to many vegetables.

Frying merits a much longer description. Because fat, oil, or butter is essential to it, the common idea is that the food cooked in this way must be greasy and rich. This is a great mistake.

The fat is essential because of the great heat that it can transmit.

If water could be heated up to 300° or 400°, it would produce all the effects of frying.

The coat of mail spoken of, caused by plunging meat into water at boiling point, is very much greater with food plunged into butter, oils, or fat at a temperature of 300° or 400°.

The consequent fluid is fat, and it penetrates neither into fish, flesh, nor vegetable, nor does it allow the juices to exude.

Not only has frying this preservative effect on the interior of the food, it also develops the roast appearance and flavours on the exterior.

The difference, therefore, between roasting and boiling is not a difference between mediums, be they water, fat, air, or steam, which may surround the food in process of cooking; it is entirely a matter of temperature.

Frying, which, by means of the fats, conveys heat to the food at a temperature varying from the boiling point of water up to 300°, 400°, or 500°, and even higher, is, in fact, a species of roasting.

Anyone can try the experiment for himself. Put a leg of mutton into a kettle of fat at the frying temperature of 400°. In one and a quarter or one and a half hours (it depends on the size)—that is, in half the ordinary time,—it will come out a perfectly roasted gigot, and nobody will discover the difference, at the table, between it and an ordinary roast.

This is another secret for an emergency.

Thermometers registering up to 500° Fahr. can be obtained from Negretti & Zambra, and elsewhere.

If you have grasped this explanation, you will be able to see the distinction between frying proper and the half frying so often practised—in other words, that between the frying kettle and the frying pan.

In the kettle, the food is completely immersed in liquid fat, and the heat is, therefore, transmitted to every part alike, and the crisp, unbroken surface created which excludes grease, so that, when drained, there is no oiliness.

In the flat frying pan it is not so.

Take, for example, a sole; there is so little fat or oil in the pan, that the food, which on its lower surface is exposed to a very high temperature, is on its upper surface exposed to the air at a much lower temperature.

The risk here is that the sole is knocked about to prevent burning, the skin breaks, and while the fish is

being cooked on its under side, the bubbling fat splutters on to the broken upper surface, which, being at a lower temperature, is incapable of resistance, and absorbs these splutterings, so that on its appearance at table it is decidedly greasy.

If a frying kettle is used there is no such risk. Nor is the latter any more expensive, for the fat lasts, and can be used over and over again, with little waste, whereas in the frying pan there is great waste.

Of fats for frying, lard is frequently used, but it is the worst of fats, and invariably makes the food look greasy.

Probably oil is the best medium, but it is expensive, and requires extraordinary care, for it must be heated slowly, or it will boil over.

Two other good mediums, perhaps best fitted for English taste, are clarified dripping of roast meat and the top fat of the stock-pot.

If beef fat is the only one available, it must be broken to pieces, melted slowly, and then strained. Take care that it is not so hot as to melt the solder of the strainer.

When the strained fat is used, let it reach the proper heat before anything is put into it. You can test this by throwing a small piece of bread into it. If the fat is hot enough, the bread will fizz and give out air-bells.

There must be no salt in the fat, or in the food fried in it.

I have now dealt with the main ways of cooking food. All others are compounded of these.

You will find that in cooking by electricity temperature is a fundamental element.

In these discussions, elementary as they must be, if we are to cover the groundwork we cannot go into the merits or cooking of individual dishes, but we shall give examples which will make intelligible the use of Cookery Books for more elaborate dishes.

If recipes are required, Cookery Books will give them, and their preparation can be practised later, but it is something to have acquired the foundations of cooking.

We have chosen only a few specimen recipes for dishes that are constantly needed, and more often badly cooked.

It is important that we should say a few words on particular items, and I shall, first, take *Salad*, since its subtlety and value are seldom understood in England.



SMALL COFFEE-ROOM OF A FIFTEENTH-CENTURY INN

[Photo: Walsham, Ltd.]

A man at a dinner-party, being handed salad, took a handful from the bowl and plastered it upon his head.

"Why do you do that with salad?" inquired his astonished neighbour.

"With salad!" was the horrified retort. "Why, I thought it was spinach!"

Salad.—Of the herbs used in England, the choice is unnecessarily limited. Thus, of the salad, burnet, the ladies' smock, the sea bird-weed, the stonecrop, the buckshorn plantain, the ox-eyed daisy, and the sweet Cicely, we know nothing. As for the dandelion, we never use it. Yet all these are used, and highly valued, in France. In England we use only the highly cultivated, and therefore expensive, plants.

First, the *lettuce*, of which we know two kinds—the cabbage lettuce and the cos lettuce; then comes the *endive*, in three classes—the Batavian endive, with broad leaves, the curly leaved, and the wild endive, or succory. Next there is *celery*, of which we use only the stalk, while the French use the whole plant. Then there is the *celeriac*—that is, a celery with a turnip-like root; *tomatoes*, then *mustard and cress*, *beetroot*, and *potato salad*.

Of the best-known salad dressings, Sauce Cruet, Mayonnaise, and Remoulade are most usual.

It is not enough to provide the salad, which, as the French say, "must be mixed by a madman in a large bowl"; there is the garnishing.

This is a sprinkling of chopped herbs, which, when cunningly selected and applied, give a gaiety and sparkle to the salad.

Lucca Oil is the best, but for those who find it too rich—Provence.

Among garnitures are chopped tarragon, chervil, burnet, chives, spring onions, and shallots.

But when all the ingredients are to hand, and all the dressings prepared, the art of making salads is one that requires a natural aptitude.

Above all, be sparing of vinegar and profligate with the oil. Salad should be prepared in the Coffee-Room "coram populo."

Here are one or two ways of making salad which are not included in the ordinary Cookery Books:—

Japanese Salad

A cupful of carolina rice, boiled so that each grain is separate, a little cut-up celery, beetroot, quarters of apples (raw), peeled tomatoes (raw) in small slices. Mix well, then add pepper, salt, oil, and lemon-juice; then stir. Cut-up bananas help this salad.

A Winter Salad

Soak some haricots or butter beans—about half a pound—for twenty-four hours. Boil them all day, till soft, in plenty of water and salt. Then, after making a dressing of two spoonfuls of oil, one of vinegar, and one saltspoonful of salt, a little chopped onion and parsley, mix it well, and pour it on the beans while still warm.

Add a cut-up beetroot, and two carrots which have been boiled well, a little celery, and some sliced boiled potatoes, make a good mayonnaise sauce, and pour it over this salad—not too much of it—just before it is wanted.

The remains of a cold chicken, mixed with this salad, make an excellent luncheon dish.

English Sauce.—I refer to this because the French say it is the only English sauce.

If so, Heaven help us, for it is generally villainously made, and mostly because people stint the quantity of butter necessary for a good sauce.

This is the right way to make it.

Knead an ounce of fresh butter into a paste, with an equal quantity of sifted flour, some salt, nutmeg, and pepper; dilute it with a gill and a half of warm water, stir it on the fire till it boils, and let it boil for three minutes, *i. e.* till the flour is cooked, and then pass it through the pointed strainer.

This is merely the vehicle for the melted butter.

The vehicle being boiling hot, mix in, when the sauce is to be served, three more ounces of butter, stirring it quickly with a wire whisk.

This butter is *not* to be cooked, only melted. Take it off the fire at the moment of melting, squeeze a few drops of lemon-juice into it, and serve at once.

Add some cream to it for asparagus.

Gravy.—We often see “in its own gravy” as a phrase in Cookery Books, and too often the gravy served up with roast meat is a mockery. It frequently consists

merely of boiling water poured over the beef to get some liquor, and perhaps coloured with caramel.

Let us see what real Beef Gravy—the French *Jus de Bœuf*—really is.

There are two processes involved : roasting and boiling.

Line the bottom of the saucepan with slices of onion, spread over them a little beef fat; on the top of this lay about two pounds of gravy beef, cut in pieces, and add a gill of water. The beef fat, when melted, makes with the water half a pint of liquid.

Set the pan on a brisk fire to boil, sharply, until the contents are well browned and the liquor reduced to a glaze.

Watch carefully during this process (which is really roasting), so that there may be no burning.

Then add a quart of boiling water, and leave it for a while, so that the glaze may have time to melt and detach itself from the pan. Afterwards set it on to boil, with some salt, skim it carefully, and throw in a carrot, a head of celery, both cut up, and a faggot of parsley, with a pinch of pepper. Allow it to simmer for two hours, pass it through a tammy, take off the fat, and the result should be a pint and a half of beef gravy.

Veal Gravy is made in much the same way, from the leg, knuckle, or neck, free from bone, and so with other meats or combinations of meats.

Cold Gravies.—All these gravies turn to a savoury jelly, and are excellent with roast meat. If they are required for cold meats they can be stiffened by the rind of ham or bacon, and veal gravy by a calf's foot.

These additions must not be made until the process of roasting the beef or veal is complete, and they involve the addition of more water for the second or simmering process—say a pint—as well as longer simmering.

Glaze.—What is meant by it? This term is one so often used in Cookery Books that we ought to consider it, very shortly, particularly because it has three distinct meanings.

1. To glaze a sauce, or boil it down to a glaze, is, really, to subject it to a roasting process. The sauce is reduced by boiling till it catches the pan and browns.

The cook must always have at hand a quantity of glaze, for finishing sauces and anointing meats.

Veal is the best substance for making a glaze, because its juices are gelatinous, acquire a fine colour, and yield a rich odour.

Take twice as much of the knuckle of veal as of gravy beef. Make a good broth of this, in the ordinary way, by adding vegetables to it, and using half a gallon of water for every three pounds of meat. Strain the broth through a napkin, free it from fat, and put on the fire again for reduction in a cullis.

When the cullis roasts, it forms a glaze, and care must be taken not to burn it. The glaze, if properly made, is the concentrated essence or extract of meat, and better than any patent or made-up preparation.

2. To glaze meat is to paint it, before sending it to table, with a brush which has been dipped in glaze.

3. To glaze cakes or sweets is to coat them, in a similar way, with sugar.

Bacon and Pork are two articles of food which are, perhaps, too popular with the proprietors of some houses.

Pork is economical, but needs very careful cooking, as it takes the fire more easily than other meat, and therefore the outside may be burned before the inside is cooked. Remember to cut the rind before cooking. It is very difficult to do so after.

Bacon, as a staff food, is in great demand, but far from economical as a staple article.

For guests it is indispensable as a breakfast dish, except, perhaps, in hot weather.

If boiled, it must be put into plenty of cold water and brought slowly to the boiling point. It must then be simmered, and it takes a long time—say one and a half hours for two pounds.

Remove the rind when it is done, and sprinkle with bread raspings.

It can, when cold, be sprinkled with breadcrumbs, and toasted in a Dutch oven, or on a wire toaster.

Raw Bacon can either be grilled or toasted in rashers. It should be cut thin, and served up crisp and hot, and not in heavy salt slabs.

The Omelette.—This is so important a dish, in an emergency, that its preparation, in its simplest form, must be referred to.

Break six eggs into a bowl, season them with pepper and salt, and beat them with a fork.

Put two ounces of butter into an omelette pan, and, as soon as it melts, pour in the eggs. Stir them lightly with a fork, and keep them from catching the pan.

When half set, toss the omelette, and keep stirring till it is all set.

The finishing operation is performed in either of two ways.

Slant the pan downwards, from the handle, taking care that the best of the fire is beneath the upper or handle end; then roll the omelette downwards, till it takes the form of an elongated oval.

A more simple plan is to fold over the omelette, on both sides, to the proper elliptical shape. Speed is essential to both operations.

Omelettes may be sweet or savoury, and there is a great variety of both kinds, as you will see from the *Cookery Books*.

Eggs are, perhaps, the most valuable of all the raw materials of the caterer, and they constitute an invaluable stand-by in all circumstances.

In early summer-time, when they are plentiful, fertile eggs should be bought in large quantities and stored in earthenware or other vessels and completely covered by water-glass.

In this way they will keep perfectly fresh, except possibly for boiling purposes, for six months at least.

This method is preferable, where practicable, to buying so-called new-laid eggs from dealers, during the times when they are scarce and dear.

Vegetables.—While we have the finest vegetables, we do not know how to prepare them.

The cooking of them is invariably the weak point of an English dinner; the one exception is, often, potatoes.

In France, the Catholic religion has enforced the eating of vegetables, by themselves, for many people. In France, too, the vegetable dish, at the end of dinner, is as much honoured as the pudding in England.

Encourage your cook to develop the really simple art of cooking vegetables, so that, with their own fine flavour, they can be eaten alone. The results will be immense.

Make full use of mushrooms, chestnuts, and walnuts,

if available and cheap. Above all, try cooking in milk, and begin with leeks and spinach. Then extend the practice.

Soup.—Reynière said that soup is to a dinner what a portico is to a palace, and the epicure who misses it will say, with Titus, “*diem perdidit*”!

Let the soup, therefore, be light in quality, unless the meal be short, and then let it be as rich and satisfying as you please.

It is the most economical course, for it assuages hunger and should cost but a trifle, as a rule.

Although it has been reckoned that there are over five hundred different kinds of soups, that total is only reached by giving to every little variation the dignity of a separate recipe.

Thus there are a dozen sorts of Italian pastes. Each of these, put into a clear gravy, gives rise to a different soup.

If we put sago or tapioca into the very same fluid, or bread, or rice, or barley, a *purée* of potatoes or peas, carrots or turnips, tomatoes or Jerusalem artichokes, we are supposed instantly to create a new soup.

It would be a waste of time to enumerate all the possible combinations of solids and liquids that may be called soup.

The solids are innumerable; the liquids are reducible to six—water, milk, wine, and the juices of beef, veal, and fowl.

The cook finds the first three of these ready to his hand, and his chief business, as a soup-maker, is to produce the most nutritive and tasteful broths from the viands furnished by the ox, the calf, and by poultry.

He has, also, other flesh at his command, such as mutton, game, and fish; but his grand resources for the stock-pot are veal, beef, and fowl.

From these he produces four different broths—two simple and two double—which are the foundations of nearly all the soups that can be imagined. (1) Beef broth, or bouillon; (2) double broth, or consommé; (3) veal stock, or gravy—another double broth—and (4) chicken broth, which is simple.

This sounds easy enough, and so it is, but when you consult the Cookery Books, you find yourself lost in a confusion of recipes, with a puzzling variety of names, for the foundation broths or gravies.

Remember this—that although cookery is a science, it is not an exact science, though the professors of cookery propound their recipes as though it were.

Now as to the distinction between broth and double broth; first, it is simply in strength. The liquid used for the first is merely cold water; the liquid used for the second is the resultant broth of the first.

Authorities differ as to the amount of water proportioned to the meat, but the ordinary practice, in a French kitchen, is double the water to the meat—a quart for every pound.

Another distinction between bouillon and consommé broth and double broth is in character.

The bouillon is a beef broth, the consommé is a beef broth which has been doubled with veal and fowl—the former to give it gelatine, the latter to give it flavour.

But do not assume that double broth is richer, necessarily, than simple. It depends on the cook.

The earthenware pot which is used in France is a great advantage, for it is a bad conductor of heat—slow to gain and slow to lose it. This accounts largely for the superiority of the French *pot-au-feu*.

The secret of making soup is to begin with cold water, to bring it slowly to the boiling point, a mere ripple on the surface, to let it simmer, gently and continuously, for hours—never boiling up or ceasing to simmer.

On these three points—the gradual production of the heat, the moderation of the boiling, and the keeping it up to the end—the flavour and the clarification of the broth largely depend, and it is easy to manage this in an earthenware vessel. But it is just as possible in an iron or copper stock-pot. It is even possible on an open fire, and quite easy on a closed range.

There is another direction—soup must never be greasy. Every particle of fat should be removed.

It is tedious to do so, however, by the ordinary process of skimming, so it is advisable to make the broth beforehand, and to make sufficient for two days.

When the broth cools, the fat will cake to the surface, and can be easily removed.

But a better plan is to have a stock-pot with a tap at the bottom; the broth will flow out without a particle of grease.

If soup is required in a hurry, to free it from fat put some ice in a clean cloth, pour the soup through the cloth, and the fat will congeal on the ice; the soup must be put on the range again to warm.

Beware of salt; it is as well to put it into the stock-pot at the start, because it helps the scum to rise, but what is barely enough for the stock-pot may be a great deal too much when the liquid boils down to half, for though part of the liquid evaporates in steam, the salt remains undiminished.

The advantage of sugar is not so well known.

It is as much for the saccharine matter that they contain, as for anything else, that onions, carrots, and turnips are so necessary to the stock-pot.

A little pinch of sugar at table is often a wonderful improvement to a tasteless soup.

But a soup too sweet is sickly, and the cook must be very careful in applying sugar to the stock-pot. She must take into account, not only the sweetness of the vegetables in the pot, but also the sweetness of the caramel with which she will probably have to give the finishing touch of colour to the soup before sending it to table.

Russian Bortsch

Two pounds of gravy beef.

Two quarts of cold water.

Two onions.

Two large beetroots that have been previously boiled.

One bay leaf.

A little pepper.

Two lumps of sugar.

One tablespoonful of vinegar.

Quarter pint of cream.

Boil the meat and water, onion, sugar, and bayleaf, for two or three hours, strain the liquor into a basin, and take off the fat when *quite* cold.

Put the stock back into a saucepan, with pepper and salt to taste, add the sugar and the vinegar and the two beetroots, very finely cut up, bring it to the boil, and let it simmer for five minutes. Before serving, stir the cream in gently.

The sugar and vinegar may be omitted if preferred. This soup is excellent, cold, in the summer.

Pot-au-feu

Two carrots and two turnips, in thick slices.
One cabbage, young and tender, broken leaf by leaf.
One lettuce, young and tender, broken leaf by leaf.
Ten stalks of celery, broken into pieces two inches long.
Four onions.

This quantity of vegetables is sufficient for about six pounds of meat, with salt and pepper to taste.

Put the meat and vegetables in a saucepan, cover with water, and bring to the boil.

Then pour in a tumblerful of cold water, and move from the hot part of the fire.

Let it simmer for five hours, never boiling, and strain into a basin.

Take the fat off next day, and serve with its own vegetables. The meat can be eaten with hot macaroni or rice.

As we shall see in the Chapter on Purchasing, it is only certain fish that are suited, economically, for an Hotel, and we must now refer, shortly, to a few ways of cooking different kinds of fish.

Carp are a large family, and include tench, barbel, gudgeon, gold-fish, bream, chub, roach, dace, minnow, and bleak.

He is most famous for his roe, which is a great delicacy, and so too are his tongue and false tongue.

For himself, he is not very attractive, and requires, as has been well said, all the rhetoric of the saucepan to make him palatable, however cooked.

Remove, first, his gallstone, or his meat will be bitter, and then stew or braze him.

The one great way of cooking him is *à la Chambord*.

First clean him, then stuff him with ordinary veal stuffing or grenelle of whiting.

Then remove the skin, from head to tail, wherever the larding needle is to be applied. The skin may be left only on his belly, so as to hold his stuffing. Lard him then with bacon.

He then lies on his belly, in state, on a fish-kettle, half immersed in a mirepoix of white wine. Cover him with buttered paper, and gently braze. In an hour he will be ready for the table of a king.

But you must serve him well, in his own sauce, or with sauce Allemande (for the best carp is from the Rhine). Surround him with truffles and regiments of soft roe furnished from himself and his relations.

Cod—and of the same family are ling and whiting—are at their best from October to Christmas, or at any rate in cold months.

They are caught and brought alive to London, so that they should never be stale.

The best way of cooking cod is by boiling. As the fish is too large to boil whole, it is fortunate that it submits well to slicing. The tail part is best fried.

A whole cod will take half an hour to boil; slices from ten to fifteen minutes. It should be served garnished with some liver. This should be boiled separately, as the superfluous oils escape and affect the flavour of the cod.

The sauces that you can serve with cod are: oyster, egg, mustard, or simply oiled butter.

Cod may also be baked or fried. It will take one and a half hours in a moderate oven, and should be dredged several times, when half done, with raspings of bread-crust, alternated with basting. Half a pound of oiled butter should be poured over it, and it should be baked in oyster liquor, and served with some white wine sauce and the juice of a lemon.

Sole Colbert is fried, after being cooked. The fish is boned, and then filled with *mâitre-d'hôtel* butter and lemon-juice.

Trim the sole well, and remove the head and a good part of the tail and the black skin. On the part from which the skin is removed make a slit down the backbone; slide the knife, so as to sever, as much as possible, the flesh from the ribs, and, with the handle of the knife, break the backbone in several places, so as to render it easier to remove after the fish has been cooked.

Then fry in the ordinary way.

The garnishing will be with fried parsley and slices of lemon.

Dory—known in France as *S. Pierre*, and in England as *John Dory*—is regarded by some as one of the most delicious of all fish.

He is a sea-fish, caught off Plymouth and Brighton at his best.

To cook him, strip him of his fins, fill him with veal or oyster stuffing, boil him in salt and water, and serve him with nut-brown butter or sauce Hollandaise.

Dory is at his best from September to January.

Sauce Hollandaise.—Heat to the boiling point two tablespoonfuls of water, with pepper, nutmeg, and salt. Stir well into this two yolks of eggs, but do not let it boil again. Melt gradually into it four ounces of fresh butter, and stir with a whisk. It ought to be a smooth thick cream, and should be finished with lemon-juice.

Another way, and an easier, is to place all the ingredients into a saucepan, placed in another saucepan half full of cold water.

Put it on a moderate fire and stir continually. As soon as the water in the outer saucepan boils, the sauce is ready.

Eels.—This fish is best killed by inserting a skewer behind the head into the spinal marrow. Its flesh is very rich, and therefore it should be cooked simply, *i. e.* plain boiled in salt and water, sprinkled with parsley and sage, and served with butter sauce, sharpened with lemon-juice.

Some like it stewed, and eel-pie is excellent.

The following is the famous Richmond recipe for eel-pie.

Skin, cleanse, and bone two Thames eels. Cut them in pieces, and chop two small shallots. Pass the shallots in a little butter for five or six minutes, then add a small faggot of parsley, chopped with nutmeg, pepper, salt, and two glasses of sherry.

In the midst of this deposit the eels, add enough water to cover them, and set them on the fire to boil.

When the boiling point is reached, take out the pieces of eel and arrange them in a pie-dish.

In the meantime, add to the sauce two ounces of butter, kneaded with two ounces of flour, and let them be incorporated by stirring over the fire.

Finish the sauce with the juice of a whole lemon, and pour among, and over, the eels in the pie-dish.

Some slices of hard-boiled egg may be arranged on the top and below. Roof the whole with puff-paste, bake it for an hour, and the result, eaten either hot or cold, will gain you fame for ever.

Haddock is called by the French *Aigrefin*, which is far from complimentary!

In fact the haddock, properly cooked, is excellent. It can be boiled with plain English butter sauce (of which more hereafter), but it is better baked, stuffed with oyster forcemeat or veal stuffing. It also makes a good curry.

The *Rizzared Haddocks*, referred to by Sir Walter Scott, should be skinned and rubbed, inside and out, with salt. So they hang for twenty-four hours, or rather less.

Next morning take off their heads, rub them with butter, dredge them with flour, broil them, and serve them with pats of butter.

The *Finnan Haddock* is also skinned (or should be), rubbed with butter, broiled, and served with pats of cold fresh butter. The skinning is most important.

Herrings.—The best are the Loch Fyne, and the local method of cooking them is as follows :

They are fried or broiled. Clip off the tails and fins of two or more fish. When thoroughly cleaned, split open the back and bone them. Dust the fish with pepper and salt, and enrich with a little butter. Then place one on the other, the skins being outside, and skewered or sewn together. Some like the skin; others do not.

If you do not eat it, arrange that the taste of the fire shall be upon the surface of the flesh, for it is this flavour, which the grilling brings out, and that you need to emphasise.

Salt Herrings are best cooked in the Dutch way. Cut off the tails, fins, heads, and remove the backbones, soak them for a time in milk and water, dry them, and cut them in pieces, and arrange them in a boat, or deep dish, with slices of roasted onions and of raw apples.

Mackerel is a very excellent fish, but he spoils very quickly. Therefore, unless you can buy him very fresh, leave him alone, as he has poisoned many.

He can be cooked in many ways, but the best is to split him by the back, broil him, and serve him with *maître-d'hôtel* butter, or, better still, fillet him.

Oysters and Mussels (which latter are by no means to be despised for flavouring, or helping a ragoût, etc.) should only be eaten in a month with an "r" in it.

In France and Scotland they are always served in the hollow half of the shell, which retains the brine; in England, on the flat shell.

See that the brine in which they are kept is clean, and not discoloured, and never open them before they are required.

Red Mulletts.—It is a bad superstition that this fish should not be cleaned, and therefore the results of eating it are frequently disagreeable.

As a matter of fact, the only part of his entrails that are any good is his liver, and that is excellent.

It is as well to put him in a paper cradle for cooking, as his skin is so delicate. Oil and bake for a few minutes to harden it. Sprinkle with pepper and salt, and lay it on a piece of the best fresh butter, and put a piece on top. Put him in a flat stewpan, in an oven, for twenty to thirty minutes. At the end, bedew him with lemon-juice—and there you are.

Salmon.—The sooner he is cooked after being caught, the better.

Boil him like other fish, beginning with cold water and salt, and he should be thoroughly well done and drained. Shrimp or Dutch sauce is to be preferred to lobster sauce for him. Garnish with sliced cucumbers.

He is much improved if, as soon as possible after he is caught, he is “crimped.” This is effected, first by transverse cutting to the bone, second, plunging into very cold water, third, plunging into boiling water.

This process preserves the cream, which otherwise turns to oil.

Sole.—This is the most useful and delicious of fish. It keeps sweet longer than others, and is in season all the year. It is convenient in size, and easily digested, fairly cheap, and generally in plentiful supply.

It is boiled, baked, or fried, and excellent grilled. There are too many grand ways of cooking sole to describe. I must refer you to the Cookery Books, with the suggestion that the Sole Colbert, already described, is as good as the best.

Pastry.—If the Old World had gained nothing else when it discovered America, the discovery would have been worth while, for Americans may be said to have

discovered Pastry, which may be divided into three kinds :

- (1) Hot Water or English Pastry.
- (2) Cold Water or French Pastry.
- (3) Puff Pastry, called in French *Feuilletage*.

Let us see how to make each.

(1) *English Pastry*—that is, pies, baked without dishes or pans. Melt four ounces of butter (or lard, or dripping, or margarine, if butter is too expensive) in half a pint of hot water, and work it, with half an ounce of salt, into a pound of flour.

(2) *French Pastry*.—Use the same quantities as for No. 1, but substitute three yolks of eggs for an equal displacement of water. This also makes a good short pastry for pies.

(3) *Puff Pastry*—used in a *Vol-au-vent*, etc.—is much more difficult to make, and far more elaborate. Put a pound of flour on the pastry slab, with about half an ounce of salt. Make a well in it for cold water, of which nearly half a pint will be needed, and mix a smooth paste. Dry it with flour until the slab is quite cleared, but work it as little as possible, and leave it for a few minutes to allow it to cool from the heat of the hands.

Take a pound of butter, very cold, and with every drop of milk squeezed out of it, and press it out flat, so as to form a square of nine or ten inches.

Roll out the paste to something between thirteen and fourteen inches square—that is, such a size that, when the butter is put upon it diagonally, the four corners of the paste square folded over, and meeting in the centre, will completely envelop the butter.

Thus at this stage we have a simple sandwich of paste and butter, and this is called the first turn, after it has been rolled out in one direction, to the extent of say thirty inches.

Give it then a second turn—that is, fold it over in three, so as to renew the square of ten inches, and roll it out again to thirty inches, but in a cross direction.

Give it three turns *more*, each in a different direction. At the end of the fifth turn we have a sandwich, which, if the rolling has been even and delicate, and the butter in perfect condition, ought, in theory, to consist of

eighty-four thin films of paste, alternated with eighty-three thin layers of butter.

You will not get all these films in practice, but, if you cool the paste between each turn, you will get some of them.

In warm weather, when the butter flows and the paste sticks, it should certainly be cooked at least twice. This is done by transferring the paste to a floured baking sheet, and placing it either on ice or in a draught of air.

A piece of paste a quarter of an inch thick, prepared thus carefully, will puff up to five, six, or eight times its original height.

Dexterity is needed, but the great thing is to understand the meaning of the process. Puff pastry should, in short, be what Seneca would have called "*nubes esculentas*."

In *short* pastry, the butter is kneaded with the flour, and becomes part of the paste.

In *puff* paste, the butter and paste are separate, and there is no mixing or kneading; only what may be termed fine sandwiching.

The flour is made into a paste by itself, which by successive rollings is divided into thinner and thinner layers, separated one from another by layers of butter which, by the same rollings, are made thinner and thinner.

The process of baking separates the films, and puffs them up one above another.

The great elements, therefore, are: delicacy of touch and rapidity, guarding the coldness of the butter, its freedom from moisture, and freedom of the paste from thickness.

Puff pastry, for pies, will require rather less care, and if the pie is to be eaten *hot*, ten or twelve ounces of butter to the pound of flour will suffice; so would beef fat pounded with milk, or sweet oil, in a mortar, to the consistence of butter, and probably a "turn" or two can be spared.

For cheesecakes and tarts add three ounces of sifted sugar to one pound of flour.

Short paste.—For these the intermixture of butter with flour is by kneading, and the quantities of butter and flour are about half and half, or less butter for meat pies, with a pinch of salt.

Feather it with white of egg before putting it in the oven.

From the foregoing you will observe that your pastry

kitchen, or the section of your kitchen where the pastry is prepared, should be the coolest possible.

Pancakes are rather a neglected dish, and this is a great pity, for they are very popular and can be prepared in five minutes.

Here is a recipe for a plain pancake.

Beat any number of eggs—say four—in a basin. Mix them with the same number of ounces of flour—or, say, a small spoonful for every egg. Add sugar, some grated lemon-peel, and nutmeg.

Stir in milk enough to make it a smooth batter.

Toss a ladleful of this, with butter, in a small frying pan.

If the cake is very thin it need not be turned, but may be doubled up, as it is, with sprinkled sugar inside.

It is usually made thicker, and then it has to be turned. Serve it with pounded sugar and sliced lemon.

Entrees.—Here are a few. If your catering is to be your magnet, learn how to make a mousse to a miracle. It is not difficult.

In the Near East, a staple dish is the *Pilaf*, and when well done, with the original recipes, you will gain great credit for it, and it is very economical and satisfying.

Here are the original recipes.

Six good-sized onions cut up small, and fried till brown, in one breakfast-cupful of oil. Wash two breakfast-cupfuls of rice, and dry and pick over well.

Put four cupfuls of water to boil with fried onions, and throw in the rice when the water is boiling fast.

At the same time add two dozen oysters, mussels, or escalops, another breakfast-cupful of oil, two teaspoonfuls of salt, and one of mixed spice. Let it boil till the liquor is all absorbed.

Such additions as you like can be made to this dish, in the way of game, fowl, duck, pieces of meat, oxtail, or stewed chestnuts, or a handful of peas.

Pilaf in the Turkish way.

Put a quarter of a pound of good butter in a fireproof saucepan, after which, throw in a good cupful of rice, and mix it well, over the fire, till the rice has browned a little.

Season with three pinches of salt, then add three cupfuls of good broth. Stir well, and finish it off in the oven—it should take twenty minutes.

Add as before.

Atyemo Pilafe.—Cut up some rather fat mutton or lamb—the brisket or neck does nicely—and brown it in its own fat, with some shredded onion, then add three cupfuls of water and one cupful of rice (Egyptian) that has been washed and dried and well picked over, and two tablespoonfuls of tomato *purée*.

Shut the lid down, and let it simmer gently until the rice has absorbed all the stock, heap it on an open dish, and serve very hot.

Here is one of the most ancient recipes—from *The Ecclesiasticon* of Aristophanes.

“ Δεπαδο τεμαχο σελαχο γαλεο κρανιο γειψανο δριμυποτρ ιμματο σιλφιο καρabo μελιτο κατακεχυμενο κιχλ επικοσσυφο φαττο περιστερ αλεκτρονον οπτο κεφαλλιο κιγκλο πελειο λαγωο σιραιο βαφη τραγανο πτερύγων.”

The dish is *not* economical, but may be useful to those patriots who, preferring the strong meat of sedition to the entremets of literature, desire to practise what they preach—that “Killing is no murder”!

Mince.—It is a pity ever to cook any kind of meat or fowl twice, as it undergoes a chemical change in the process, and is never so palatable or nourishing.

It is far preferable to put scraps and remains of food through the mincing machine, and there is no need for it to taste like a linseed poultice.

Curry.—The following is an Indian recipe :

Fry three sliced onions in some butter, then put them in a saucepan. Add some pieces of apples, vegetables, ends of celery, carrots, turnips, cauliflowers. Add some stock. Add plums, as they are a good substitute for mangoes. If plums cannot be obtained, plum jam made of large sour plums will do.

Let all these ingredients simmer well, stirring occasionally with a wooden spoon. When all has softened considerably, add a tablespoonful of curry-powder, a little thickening such as cream of barley, and lastly any scraps of meat or fowl you have, and serve with well-boiled rice.

Curry should not follow fish, but always soup, or a meat course.

Economy in the Kitchen.—This is a subject that cannot be omitted from the Department of Catering, for in this lies the difference between profit and loss.

Let us, therefore, avoid waste, and learn how to use up trifles, that inefficient cooks are apt to think are inconsiderable.

A proprietor or manager is in the hands of his chef, or cook, to a large extent, and his first and foremost task is to engage the best he can.

My advice is not to stint wages in this department, if to do so prevents the engagement of a woman or a man who knows how to make the best of things.

If catering is heavy, a pound a week more in wages may mean a saving of thousands in other directions, in the course of a year.

Choose one who has begun at the bottom rung of the ladder and worked through all departments, if necessary in a less important house than yours, in preference to a *garde-manger*, or roast cook, or any other departmental cook from a Brigade.

If your house is small, or even of moderate size, you will do better with someone who has good all-round, practical experience than with a departmental chef.

Just as you will gain better results with an all-round country tailor than a man who merely cuts the best trousers, but who has had no practice with coats and waistcoats, so you will with an all-round chef.

If you engage an English cook, a woman is, as a rule, to be preferred, but if an English chef has had Continental experience, under a master of his art, he should be your man.

If you engage a foreigner, you will find that one who has had experience in Soho, often with most unpromising materials, is satisfactory, if kept up to the mark as regards cleanliness.

In the case of a large hotel, the chef will bring in his own Brigade, and take it out when he leaves.

If you have to dismiss a head chef, you should, almost invariably, be prepared with a new chef and Brigade to commence work the same day, and pay the old lot off.

It is my experience that to retain servants after their notice has been given is nearly always a mistake in the case of foreigners, and in the case of kitchen, service, and bar-hands, whether they be English or foreign.

When you engage your chef, let him understand that he is a man in whom you place implicit reliance, and that you take a real interest in the results he produces.

Give him as free a hand, outwardly at least, as you can, and impress upon him that, of all the qualities you most require, punctuality is indispensable.

Unless you cannot avoid it, do not let him, or her, do the ordering, and, if possible, have an independent person to check quantities and weights, if your establishment is a large one.

If you cannot afford this, go frequently and check both yourself.

Do not let the chef, or cook, pay your bills. As a rule, it is not wise to offer your chef a percentage on results, but make him a present, at not too infrequent intervals, if results are satisfactory.

Encourage him, or her, to work as though they were working for themselves.

Do not stint praise, and be sparing of blame, remembering that chefs and cooks often have short tempers, and, if they are artists, sensitive dispositions.

If you have a mainly residential trade, where your guests sit down to meals all at the same time, a woman cook can do all you require, even in a big hotel.

If you have a house with an "in and out" bedroom trade, and a big chance trade, you will require a chef, and very likely, a Brigade with him.

As a rule, you will find women cooks, proportionately, more economical, but the chef of to-day, even as head of a Brigade, is himself an actual worker, and not a mere supervisor.

It should be clearly understood that the proceeds of all fats, swill, and dripping belong to the Proprietor, and that no perquisites are allowed to the cook or chef.

As we have seen, one of the greatest distinctions between French and English cooking is the importance given in the former to the use of fine oils and fats.

While dealing with Kitchen Economies, it is convenient to say a word more with regard to hams and boiled beef.

These will be much improved if they are gently boiled or steamed, allowing a quarter of an hour for each pound weight.

When sufficiently cooked, they will, if required hot, be served in the usual way, but when done with, return

them hot to the liquor they were boiled in, and let them remain till thoroughly cold.

No one who tries this plan will fail to follow it always, as the beef or ham, from cooling in its own liquor, takes up what it has lost in boiling, thereby adding to its weight as a cooked joint, and the meat will be far more tender, and not nearly so dry, as when served in the usual way.

A good knowledge of a range of warmed-up dishes and entrees is an absolute necessity to every Innkeeper, however small his house, if he wishes to study economy, especially as they are often much more wholesome, digestible, and appetising than cold meat, and, besides, with limited materials at your disposal, they constitute the only means by which you can render variety.

As this is not a Cookery Book, you must consult one of the numerous able works on the subject, using, first, the actual recipes there given, after which improve on them, if you can, and think out others for yourself.

Many good breakfast and other dishes can be made from what extravagant and ignorant cooks discard. For instance, the remnants of cold chickens, hams, beef, veal, and game, may all be utilised.

Garnishing Dishes.—See that you have a pleasing result, from the use of fresh and green materials, and take away any frayed or yellowish leaves. This is specially important in the case of a cold table. In the fly season, cover up the meat with fine mesh net or muslin.

Fish is garnished with cut lemon, parsley, fluted and sliced cucumber, sauces, shrimps, and prawns, etc.

- Meat. Roast, with grated horse-radish, parsley.
 Boiled, with carrots, turnips, dumplings.
 Mutton, with red-currant or other jelly.
 Shoulder of Mutton, with onion sauce.
 Boiled Shoulder of Mutton, with caper sauce.
 Veal, with bacon.
 Pork, with apple sauce, and sage and onion stuffing.
 Chickens need bread sauce.
 Game, with brown and grated bread-crumbs also.

With roasted game, always serve a large and thick slab of toast, well soaked in the liquor of the bird.

Carving.—In a moderate-sized establishment, the proprietor should make himself proficient in, and responsible for, the carving. He can thus keep an eye on the service, and see what is going on in this most important part of the house at meal-times.

Never put on any joint to be hacked about by your guests.

Carving is so important an element, both in economy and in the nice service of a meal, and is so often badly done, that it is worth while to draw attention to a few of the principles governing it.

First, you must arm yourself with a really good carving knife, and see that the steel has a sharp edge on it.

Next, you must see that the safety-catch is up in position.

The greatest difficulty is to hit the joints between the several bones. See, also, that all skewers (if any) are drawn before you blunt your knife upon them.

In the case of butcher's meat, you should almost invariably cut across the fibres of the meat, and not in the same direction. This ensures a short grain. The exception to this rule is in the case of the underside of sirloin of beef.

The next thing is to make the knife and fork help each other. The fork must steady the joint for the knife, and the knife for the fork, as in the amputation of a chicken's leg.

Lastly, it is important to avoid waste, by cutting all slices down to the bone, so as to leave no ragged portions. We may also add that, excepting with a few joints, such as mutton, slices should be thin.

For fish, silver or plated knives with wide massive blades and five-pronged forks are used, so as not to break the fish unnecessarily when carving or helping.

A larger steel knife is required for joints than for game, for which a short sharp blade is best, and a two-pronged fork.

We cannot here enter into the methods of carving all the various kinds of fish, joints of meat, poultry, and game. You should study particularly the position of the various bones, and should see that each helping is placed, in an appetising way, in the middle of the plate, and, most particular of all, that it is not too large, but still not stinted. You must watch the leavings, and study the class and appetite of your guest.

See that your chef is a good time-keeper, but do not cook table-d'hôte meals too early: say 6 p.m. for 7.30 dinner. Do not cook too much or too little. Keep a reserve by you, but don't cook it.

Bubble and squeak can be made from the remains of cooked cabbages, potatoes, and meat. Cooked rice and macaroni can be used as timbales or patties, or as grating dishes, with grated cheese. Make rissoles of scraps of ham, game, or poultry, or you can make kromesnies, broquettes, and patties if you prefer them.

I am indebted for a part of the foregoing and for the following menu to the book on Hotelkeeping published by "The Caterer," which is given so as to enable you to estimate the quantity required for a given number.

Tomato Soup.
Grilled Halibut.
Sauce Maître-d'Hôtel.
Gigot of Mutton.
Potatoes fried.
Brussel Sprouts.
Pineapple with Rice.

For fifty people, the following quantities will be required.

Two pounds concentrated tomato *purée*, three gallons stock, one pound of bacon trimming, one pound flour, one pound dripping, flavouring, two carrots, four onions.

Eighteen pounds halibut, two pounds best margarine, mixed with butter, one pint of oil, three lemons, parsley.

Twenty pounds of mutton, one bushel sprouts, twenty pounds potatoes, one pound dripping.

Ten pints milk, four pounds rice, two pounds sugar, three pounds apricot jam, four tins pineapple.

You should always itemise, and price out your menus, in this way, and see exactly what your food is going to cost you.

This is most important in preparing the menu and price for a banquet, etc., as we shall see hereafter.

Keep all biscuits between each meal in closed tins, and pass through the oven, and serve hot and crisp.

It is wise, in order to avoid excessive *breakages*, to arrange for the payment of a sum of money to the staff concerned where these fall below a certain value per month. The scheme may be a contributory one.

JAMS AND PRESERVES

The Clearing of Syrup for Preserves.—Put the whites of two fresh eggs in an enamelled, or clean, copper saucepan, whisk these well, and pour in four tumblerfuls of cold water and two pounds of lump sugar.

Mix this thoroughly with a clean wooden spoon, let it come to the boil, and then draw it to the cooler part of the stove, and let it simmer until it has thickened and is of the consistency of honey.

All this time scum will rise, which should be taken off as it rises.

When there is no more froth or scum it is ready for use.

Morello Cherry Jam.—Take two pounds of ripe morello cherries, stone them carefully, and put the stones in a preserving pan, with two quarts of cold water. Add two pounds of lump sugar, and make a syrup in the usual way, and, when this has thickened, strain and clear it, and replace it in the saucepan, adding the cherries, but not the stones. The cherries should cook slowly in the preserving pan until done: this takes about two hours.

Strawberry Jam.—Five pounds of sound strawberries (dry). Five pounds of castor sugar.

Arrange the fruit in a large pan, cover it with sugar and then put another layer of strawberries, and cover, as before, with sugar, until the sugar and fruit are all together. Allow them to stand for twenty-four hours. Place the preserving pan on a clear fire, and allow the sugar and fruit to stew together for half an hour, then pot it. The strawberries should remain whole.

Gooseberries and blackberries can be cooked in the same way.

Quince Jam.—One pound of sugar to one pound of fruit.

Peel the quinces, then cut them up, any shape you like. Put the peel in a saucepan, and over it the quince; cover all with water, and let it boil gently for five hours.

Put all in a basin, and let it stand till the next day, then throw away the peel.

If you require jelly, take away half the juice, and leave the rest for jam.

Melt the sugar, then let it boil with the fruit till done.

Roseleaf Jam.—Clear the syrup, then add the red damask rose-leaves, which should be well and carefully

washed first; one pound of sugar to one pound of rose-leaves. These cook more quickly than cherries.

The result is rather unusual, and therefore an experiment worth while. It is quite wholesome.

To Preserve Milk and Cream.—In hot weather, to prevent sourness, scald the new milk very gently, without boiling, and set it in the earthen dish or pan in which it stands.

Cream already skimmed may be kept for twenty-four hours if scalded, without sugar; and by adding to it as much powdered sugar as will make it rather sweet, it will keep good for two days, in a cool place.

To make Curds and Whey.—Put half a teaspoonful of citric acid into a glass of new milk. The milk will be curdled at once, and the whey clear and acid.

Potting Butter for Winter Consumption is done by salting it with one and a half to two ounces of salt to each pound. Great care must be taken to work out all air-bubbles, by working the butter and pressing it down in the jar or tub.

To Bottle Black Currants.—Top and tail the currants and, when the bottles are filled, add a tablespoonful of gin. Keep in a cool dry place, and either resin the corks or tie them over with bladders.

To Bottle Gooseberries, Plums or any Fruits for Tarts.—Fill wide-mouthed bottles with the fruit, add as much cold water as they will hold, and cover them with bladder. Then put them into a saucepan of cold water, first wrapping the bottles with cloths or haybands to prevent their touching. Let them get quite hot, but not boil. Leave the bottles in the water until it is quite cold again. They must afterwards be kept in a dry place.

I can see that your comment upon the recipes I have given, merely as examples of the right way of treating food, will be that I am teaching you to be extravagant.

Possibly your meals will cost you a little more, if you do not think them out, and plan how and when you will use up ingredients left over.

My answers to your criticisms are these :

My recipes do not involve the use of patent or “made up” goods, which are extravagant, and generally unnecessary, and not so good.

Secondly, you will have the real thing, and gain fame

for your cooking and your house thereby, if it be one which is otherwise good.

Your general tariff may be greater, and your custom will be greater and better too.

People will pay fairly for what they like, and seldom get. Raise your house from the dreary rut of the average Inn.

If you want to economise, serve up a delicious little dinner of only three courses, if you like, in an Inn, and if it is perfect, as well it may be, you will gain far more appreciation from people of discrimination and taste than from any ordinary six-course hotel dinner.

If your Hotel or Inn is small, let me give you the following suggestions.

Do not order your dinner or meals in a hurry; think them out, with your cook, a day ahead, to give her time to make her preparations.

Avoid monotony—a rich course should be followed by a plain one, so that the palate may not be clogged.

For instance, fish with a rich sauce is good after clear soup, but not after a *purée*.

Never order two fried things together, and let the words scour, simmer, and skim be written in letters of gold in your kitchen.

Above all, do not have things which are not what they seem.

Remember Samuel Pepys's criticism of the venison pasty, which was "palpable beef and most unhandsome."

Again, you must cater for your trade. For example: Commercial Travellers seldom partake of table d'hôte fare. Americans usually begin the day with fruit—grape fruit for choice—and they require ice-water at each meal.

Cyclists, and cycling clubs require good high teas.

Restaurant Catering.—If you keep a Restaurant, the variety offered by the Bill of Fare necessarily depends upon the class of custom you are likely to have.

If you have rich and poor to deal with, in comparatively small numbers, you may be able to manage without any separate organisation of each. Naturally, the equipment required for a canteen will be far less than for a first-class kitchen, and this must depend upon circumstances, to a very great extent.

One great thing to bear in mind is, that you should see

that everything you supply is good, and vary the menu frequently with several special dishes.

A long printed bill of fare, always the same, is monotonous to a regular customer, and very often bewilders a stranger.

Have what is in season, as soon as it comes into the market at anything like a reasonable price, and do not overstrain the resources of your kitchen or the capacity of your chef.

Keep your kitchen clean and well ventilated, and stop the shouting that often disfigures it in a Restaurant.

In the case of a small Hotel, or Inn, even if your house is one where chance customers for meals are most infrequent, and your trade, in this regard, most unreliable, it will be wise for you to lay up a few places for lunch and tea, if not for dinner.

I have known motorists, cyclists, and others to wander into a coffee-room, and, if they see no preparations for food, to leave again, sometimes without comment to the proprietor, and thus you may lose a good party.

You must not only be prepared, but make your guests realise that you are prepared. It may be wasteful to have peace without plenty!

Tea is perhaps the most important of all meals in a house with a good deal of chance custom, and it will either mar or make your reputation.

Hot scones, tea-cakes, crumpets, muffins, first-class cake, thinly-cut sandwiches, bread-and-butter, toast, dry and buttered, water-cress and the like, or some of the above, should be available. Shortbread is also very popular, and has made the name of more than one humble Inn.

We have now dealt with most of the fundamental things upon which alone practice can be usefully founded, and you will be able to cater for any class of custom that comes your way, whether you keep an Hotel or Inn de luxe—and the latter is the ideal place for first-class cookery of an individual kind—or whether you run a Canteen.

Canteen Catering requires nourishing materials with some study of the calorific values of the materials used.

The digester, which is a vessel somewhat similar to a stock-pot,—you see it, or should do so, in every cottage,—

is an important item in this kind of cooking. It is a strong iron vessel with a movable handle by which it can be suspended over an open fire. In the centre of the cover is a metal lid, which must be protected from rust, or it may stick and occasion a burst, as it is really a safety-valve. When the bones are placed in the digester with water, and the lid adapted to it properly, the heat is raised considerably above 212° . The result of this, as we have seen, is that bones are compelled to give out all their gelatine, and are left with almost nothing but their lime. This is a most useful vessel, but its use depends largely upon the lid fitting properly.

You may say, why have a digester as well as a stock-pot? The answer is that the heat generated in the digester is far above the so-called boiling heat, and it is used for bones only, while the stock-pot is used for boiling.

Both these vessels play a large part in Canteen Catering particularly.

For the rest, hot pies, dumplings, and suet puddings should be standard dishes.

Cold tinned salmon, or sardines, or sandwiches are to be avoided.

Macaroni cheese and gnocchi, where you can inculcate a taste for them, are useful, economical, and satisfying.

Public-House Catering.—Listen to the ABC of argument.

What is it that the publicans throw away and the tea-shops put in their pockets?

The food trade of London and elsewhere.

History repeats itself—with a difference. In ancient Rome the Christians and Prophets were thrown as food to the lions!

Now the Lyons throw food at the Christians and pocket the profits. While publicans are content with peace, Pearce has plenty!

Not every public-house, particularly those in the poorer middle-class suburban areas, can support any catering.

In fact comparatively few will support catering on an elaborate scale.

Hence, in planning your house for the extension of catering, develop it, first of all, so that it requires a minimum of extra staff.

How can you best effect this?

Begin with your bar. Extend your counter if necessary, and develop the grill cookery side by means of a small electric or coke grill, or even by a salamander.

Engage a smart chef or cook, and get him to study grilling; amass all the numerous simple grilling recipes you can, and cook in front of the customers, as far away as possible from the beer.

You can produce most delicious results from this kind of cooking, and, moreover, at much less expense, both to your customer and yourself, than by more elaborate means.

You will require a preparation room, and, upstairs in your kitchen, a stock-pot for the scraps and leavings.

Prepare a tariff and small list of dishes, special for each day, and settle two days in advance.

I am certain that development of catering, on these lines, will result in an increase in your ordinary trade.

You can also supply tea in two-ounce packets, and other commodities, if you wish.

The advantage of putting up tea in very small packets is to enable you to keep a check of the number of cups served, and it is worth while, even if it costs a trifle more.

You will require a long shelf wide enough for a plate—say, one foot or eighteen inches—for customers to eat at, so as to avoid any congestion at the counter.

If you can arrange this counter so as to extend to a room at the side of the bar, you will do better still, but it ought to be connected, for easy service, with your main counter, so that liquor can be supplied at the same time.

Have your fittings well arranged, so that your goods are ready to your hand.

Don't go in for strong-smelling dishes, such as fried fish, unless you have another room available.

Suet puddings and dumplings can be cooked in your kitchen upstairs, and so, too, can tarts, etc.

In grilling, toast should play a leading part, and it should be soaked in the liquor of the thing you are cooking or grilling.

Soup, hot or in jelly, is nourishing, and your stock-pot should supply all your needs.

If you succeed with this kind of trade, you may, subsequently, extend it to a dining-room one.

Grilled chestnuts are an excellent basis for dishes for quick meals, and so, too, are sausages.

Bar catering is further referred to in Chapter X. I have contented myself here with laying down the general principles necessary for rendering Public-house catering a paying proposition.

Emergency Catering.—Some licensees, and most guests (remembering their own difficulties at home in an unlooked-for emergency), marvel how Innkeepers or Golf Club Stewards, far from shops, are able, without previous warning, to deal with the sudden descent of a horde of hungry people.

The three main difficulties to be surmounted are :

- (1) Lack of Staff.
- (2) Lack of Materials.
- (3) Lack of Time for Preparation.

As to (1), this can only be got over by impressing everyone in your employ into the service, in which case fair recognition will go a long way towards gaining their goodwill.

As to (2) and (3), there really is but small excuse for inability to supply any reasonable number, within the limits of the plant at your disposal, with a satisfying meal, having regard to the many prepared foods now on the market, and these are the occasions when you are most justified in employing them.

You can stock all kinds of tinned soups, bristling, sardines, and anchovies, eggs, butter, margarine, cheese, preserved (not condensed) milk and cream, macaroni, tongues, pressed beef, hams, biscuits, such as Huntley and Palmer's breakfast rusks, to supplement your bread supplies, raisins, currants, flour, etc., and you may have some remains of beef, mutton, or chicken, and vegetables from your garden.

With all, or nearly all, these materials available, by the aid of thought, experience, the will to please, and a good Cookery Book, and what you learn here, you have a choice of any number of hot dishes, some of which can, even on a slow fire, be quickly prepared. Here, in the absence of gas or electricity, a petroleum stove will help you. Only don't wait until the emergency arises before you begin to think of how you will act if it does

happen. The unexpected should ever be present in your mind.

Shopping Catering.—Of all the catering that holds out opportunities, and repays thought, that in the large Stores and Shops deserves improvement.

Some Shopkeepers seem to regard it as they would throwing buns to elephants, or giving groundsel to birds. The blame by no means rests with the superintendent, but, frequently, with the proprietary, who are apt to under-estimate the value of baiting the mouse-trap.

Although the sex that chiefly patronises these establishments is mighty penurious over lunch (except when a member of it is accompanied by someone else's husband), it often spreads itself over tea.

Both meals require attention; and the plant and planning are sometimes wasteful and inefficient.

Made-up dishes are done to dust, and even fresh meat is roasted or boiled to death.

Steam puddings made of inferior materials, garnished by tasteless sauce, anæmic custard, innocent of eggs, and tough fruit turned out of a tin, are all too often favourites—with the Management.

True it is that notable exceptions exist, for some Stores provide excellent fare of its kind, but, considering the lure of good food, and the extent to which it is discussed, it is a wonder that more consideration is not generally given to this department.

Teas can be vastly improved and rendered more interesting, but not by means of sickly open jam tarts, sugared sponge cakes, and éclairs filled with synthetic cream, that spreads from ear to ear when eaten, *au naturel*.

What used to be called a Scotch tea—scones, tea-cakes, muffins, crumpets, home-made cakes, made of genuine materials, with sandwiches, heather or meadow honey, or really good jam—would encourage the spending of money, and would attract custom, on account of its rarity.

Hospital, School, Institutional, and Staff Catering.—The worst features are slack and indifferent cooking, unappetising dishing-up, and want of variety, particularly the last. More supervision is often required.

Steamship Catering.—No catering requires improvement more than that of some of the great Steamship and Channel Passenger Lines.

Compared with the French and Italian Steamship Companies, the catering, particularly in the direction of cooking, dishing-up, and menu drafting, is often very inferior and monotonous.

This is not due to inconvenience of service, so much as to lack of style, trouble, and service, and sometimes to inferior quality goods.

Directors of Steamship Companies, who do not voyage themselves, are often prone to consider that feeding is a comparatively unimportant element, but this is far from being the case.

On some lines, the drinking water supplies are so unpleasant that even tea and coffee are rendered unpalatable.

Railway Refreshment-Room and Dining-Cars.—The same remarks hold good, in lesser degree, in the estimation of many, in regard to some Railway Refreshment-Room and Dining-Cars.

Unnecessarily long menus and *à la carte* bills of fare are drafted, involving, in the case of table-d'hôte meals, endless washing-up and breakages, when much less elaborate dishes of a really tasty, nourishing, and attractive kind would be far better appreciated and more economically supplied. By the way, why not cook by electricity on dining cars?

And now a word as to a few catering utensils.

Knives.—The use of stainless knives is now general and saves the necessity of stocking knife-cleaners.

These knives have their disadvantages, and they seldom have, or keep, a good edge, and for carving they are useless.

Forks.—Described by eighteenth-century cooks as “a modern outrage.” The best are thick plated ones. If you buy forks with composition handles, see that the handles do not mark the hands.

All knives and plated goods for Hotel use should be strong and rather heavy.

Wine-Glasses.—It is unnecessary, unless your house is a large one, to stock the old-fashioned champagne glasses. A goblet glass will do as well for white and red wines, except for port and sherry.

Avoid the use of coloured glass.

Tankards.—The use of these for beer-drinkers is, nowadays, chiefly confined to coffee-room or Restaurant.

You should stock a few plated ones, and see that they are kept clean.

Cruets.—The silver cruets are expensive—neat brown or green earthenware ones do very well, in most places. Pickles and patent sauces are best served from the original bottles.

Jam and Marmalade.—The most economical way of serving these—and they should be first-rate—is in small dishes holding sufficient for one person, or, at most, enough only for one day's use.

Groceries.—Do not buy the cheapest qualities for a high-class trade. They are seldom economical.

Custard powders are an abominable deception, except in seasons when eggs are unprocurable, or very dear. So-called custard is overdone, and indicates paucity of ideas.

*Cream and Devonshire Clotted Cream*¹ are greatly appreciated, and you can nearly always charge a good profit on their cost price.

The following French terms with their English equivalents may be useful :

Assiettes—dishes with four compartments.

Assiette volante—dish handed round.

Atelets—small silver skewers.

Au naturel—plain.

Baba—a kind of light brown cake, *e. g.* Baba au Rhum.

Beignet—a fritter.

Bisque—a soup of shell-fish.

Blanc—a white broth.

Blanche—to parboil.

Blanquette—a kind of fricassee.

Bondin—a dish of forcemeats poached and broiled.

Bouilli—boiled fresh beef as cooked in France.

Bouillon—broth.

Brioche—a light milk roll.

Casseroles—a stewpan and small china dish for one person.

Chartreuse—a mould of game surrounded by vegetables.

Compôte—a mixture of fruits or small birds.

Consommé—a strong gravy clear soup.

¹ This can be obtained freshly made from (among others) Mr. James, Yardbury Farm, Colyton, Devon, and, if regular supplies are ordered, upon reduced terms.

- Coulis*—cullis or rich brown gravy.
Croquettes—savoury minces coated and fried.
Croustades—a hollow crust of bread to hold minces.
Emincé—minced.
En papillote—in oiled or buttered paper.
Entrée—dish served with the first course.
Entremets—generally, a made-up dish served with second or third course.
Farce—forcemeat.
Fricandeau—a stew of veal.
Gâteau—cake.
Glacé—iced.
Gras—made with meat.
Gratiner—to make crisp or grill.
Grenadin—a variety of fricandeau.
Jardinière—a vegetable stew.
Liaison—a mixture of cream and egg to thicken white soup.
Macédoine—a stew, generally of fruits.
Maigré—without meat.
Marinade—a liquor prepared with vinegar for boiling fish.
Matelote—a kind of stew of fish.
Nouilles—a paste made of egg and flour.
Paner—to bread-crumbs.
Panîères—dressed with bread-crumbs.
Passer—to fry lightly.
Pigné—larded on the surface only.
Poêlée—a liquor concocted to boil fowls in.
Potage—broth.
Profiterolles—a light kind of pastry.
Purée—meat, fish, etc., pounded and pressed through a *purée*, pressed to remove the lumps, and so a soup.
Quenelles—a kind of forcemeat.
Ragoût—a rich kind of stew of sweetbreads, etc.
Rissoles—small fried pasty—savoury or sweet.
Salmi—a hash of half-dressed game.
Singer—to flour the stewpan.
Tamis—a tammy—a strainer or sieve of woollen cloth.
Timbale—a meat cream made in a mould.
Tourte—a kind of tart.
Velouté—a rich white sauce.
Vol-au-vent—a very light, rich, puff pastry.

CHAPTER IV

CATERING FOR LARGE PARTIES

"Come when the heart beats high and warm
With banquet, song, and dance, and wine."

MARCO BOZZARIS HALLECK.

"So, comes a reckoning, when the Banquet's o'er,
The dreadful reckoning, and men smile no more."

JOHN GAY, *What d'ye call it?* Act II. sc. ix.

THIS is a fruitful source of making money, and losing it. Money made at it is well earned, for it needs the qualities of a Field-Marshal.

It is seldom that a very large banquet or ball supper can be made to pay, unless you are in the habit of doing this kind of catering, have the necessary plant, and the men to do it, and unless you have other festive occasions along with it.

But it is well to learn it, even if it makes you richer in nothing but hard-won experience, for, if successful, it is a good form of advertisement.

Moreover, if you are in an area where functions are continuous, they are very profitable.

At the time the inquiry is made, you are right up against it, for you will be asked for a menu.

Before complying with that demand, you ask for particulars of where, when, how many, and who—more or less, what is required, about how much per head will be paid—and you try to find out whether you have to face competition.

In every case the order for a banquet must be given, and taken, in writing, a minimum number guaranteed and agreed to be paid for.

In some cases it is desirable to stipulate for a substantial deposit.

In drawing up the menu, the art is to make "the punishment fit the crime."

You will have to draw very different menus for different functions.

If it is for a beanfeast, as a rule, choose English for the medium of conveying your meaning. Have regard to what is in season, and likely to be in good supply.

If the local facilities are not good, go into a town and get the main things required. In fact, if you do much of this kind of work, you can make arrangements with wholesale suppliers of all kinds, whom you can rely on for punctual delivery and good quality.

Try to avoid the eternal, insipid, cold jellies and blancmange, but stick to the more economical joints.

A good filling soup, and such things as beef-steak puddings and hot pies, are worth considering for a beanfeast, if the weather is not too hot.

It is very difficult to make suggestions, as the number of functions are legion, and the place and time of year are all-important elements.

If your function is a big high-class dinner, the menu will be in French, and correct French.

It will be difficult to serve a first-class dinner, such as you would get at Claridge's, to perfection, to more than one hundred people, unless you have unusual facilities.

If you have more than you can manage easily with your ordinary facilities, you should have great regard to what can be easily cooked in large quantities, and what will not spoil. For example, you would avoid souffles and omelettes, which require immediate service, with a large party.

This, therefore, narrows your field of choice at the outset, and accounts for the reason why very large functions are generally undistinguished as regards food. You will also take into account what and how you will best use up, subsequently, in your house.

If you have undertaken, or have the offer of the catering for a very large party, rather than refuse it you can see about sub-contracting it, in whole or in part.

This latter is difficult to arrange, unless the function takes place in separate tents or rooms, with separate plant, but it is not impossible.

Inventories of plant must be carefully taken before and after such a function, and this is best left in the hands of an independent man.

Another way of ensuring success at the outset is to place

all the arrangements in the hands of a man who understands this kind of work, and to work with him. Such a man can be easily obtained. You will learn a great deal in this way, and one banquet will teach you more than any number of lectures, though the lectures may make the experience less expensive.

Let us imagine that you have settled your menu for a high-class banquet for several hundred persons, and have had due regard to rapid, easy, and efficient service, and hot, quick cooking in the kitchen.

If not very experienced, you will, if wise, have consulted your expert before presenting your menu, or fixing the price you propose to charge. Price out the estimated cost, for yourself, of the materials composing each dish. Then add, at the end, so much per head as the cost of service, so much for fuel, breakages, etc., and so much for flowers (if any) and decorations. Possibly you may be able to charge also for the use of the room.

Flowers will be charged for, specifically, at so much per head, according to what is required.

It is possible that a florist may undertake the decoration more cheaply than you can do it, but, if you have taste, there is no necessity for you to go to the expense of hiring a florist to do the work.

There are firms who make a speciality of supplying tents and decorations for functions, and generally the taste displayed is appalling.

Japanese lanterns and flags of all nations, on strings, have spoilt the look of many a handsome room, and the former are dangerous, unless fitted with electric bulbs.

Yet decoration and lighting are important, as a pleasing impression is everything to start with.

On the day of the function, leave everything to the man in charge, who, having made all his arrangements, both verbally and in writing, and distributed written instructions to all heads of departments, must have a fair field and no interference.

If the party is a large one, a certain amount of available help should be held in reserve to be used in an emergency, or at points of pressure.

This reserve should be composed of the most intelligent members of your own staff, who know the house, and they must have a general knowledge of the arrangements.

Rehearsals must have taken place beforehand.

The actual superintendent should have the following, among other information, written down :

Name and number of party, and sex, or both sexes, plan, time of commencement, charge per head, plan of tables, scheme of decoration (floral and otherwise), copy of menu, wine (if previously ordered), detail of musical programme and speeches, etc., number of waiters and wine butlers, and all other details.

For a very high-class banquet, the number of waiters is, generally, one to every four or six guests.

For a less high-class function, one to every eight or ten, but ten is an excessive number to allot to one waiter, unless the meal is a very simple one, such as a cricket luncheon.

A wine waiter, or *sommelier*, can comfortably manage from twenty to thirty, according to circumstances.

If the banquet is for one hundred covers, the duty list is prepared as follows :

Glass, wine-coolers, and supervising of details		Wine Butler.
Lay up (including napkin-folding)		Four men.
Cruets		Two „
Plates and coffee service		Six „
Dusting		Two „
Reception-Room		Two „
(if cocktails are served)		Four „
Extras and dessert service		Two „

During the progress of the dinner the service is controlled by the Head Waiter, and the Wine Waiters are his assistants, in their sections.

The checking of kitchen against service is not a difficult matter, and is dealt with in Chapter XII.

A reliable man counts the guests as they enter for dinner, or collects cards, if they are used. If the function is very large, pass-out checks are also required, and are given up on re-entering the room.

If each guest has an allotted place, a longer time will elapse before dinner can be served, or rather commenced.

The kitchen must be informed, of course, of the number of persons expected, and of the number who actually arrive.

Unless information is given by the organiser, it is not safe to allow for less than the number to be provided for.

In fact, if the function is a large, important one, more than the number expected should be arranged for.

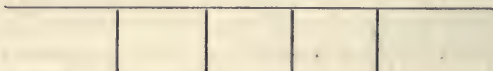
If the Press is expected, provide a well-placed position for them, and see that they are well supplied with fare and information, at least about the Catering.

You will have made all the necessary arrangements for fitting up Ladies' and Gentlemen's Cloak-rooms, with reliable and experienced persons in charge of each, a properly equipped toilet-table for ladies (if any), plenty of cheval and smaller looking-glasses, and checking numbers.

Similar arrangements will have been made in regard to the lavatories, which need constant attention, and must be neat and tidy.

The dinner commenced, the Head Waiter counts, at a table placed near the in and out doors of the service, and checks the number of services from the kitchen before each course is served. This ensures satisfactory service, without waste. Later, the numbers present are agreed with, or a list is handed to someone in authority associated with the function.

The best arrangement of tables to secure the maximum accommodation of seating depends upon the shape of the room, but is, usually, by "sprigs":



For a long room use short sprigs. For a square room longer but fewer sprigs are required. The use of chairs with high backs is to be avoided, as it makes service slow and difficult.

The usual allowance of space is two feet at least, and this allowance should never be diminished, as cramping spoils the enjoyment of a good dinner.

If appetisers are served before dinner, a nicely arranged buffet should be provided, and a bar-hand, who really understands the mixing of cocktails, must be available.

If the occasion demands a toastmaster, an experienced man, or an inexperienced man thoroughly coached, is necessary.

One of the wisest remarks attributed to Queen Elizabeth was that in which she said "Speeches are things we chiefly bless when once we have got them over."

If speeches as well as music are on the programme, it is usually advisable to get the speeches over first, and not to have too many, but it is seldom that the Caterer is consulted.

At the functions of to-day, the number of wines served with a dinner are usually less than they used to be.

Sherry may be served with the soup. Champagne follows throughout the dinner, liqueur and brandy with the coffee, and port with the dessert.

Whisky-and-sodas must also be provided.

Wine butlers must not fill glasses to the rim, and must be prepared to cease supplies to any guest who, in the wine butler's opinion, has had sufficient.

“Three cups of this a prudent man may take :
The first of these for constitution's sake,
The second to the girl he loves the best,
The third and last to lull him to his rest.”

Champagne and minerals should be placed on ice, or cooled (according to season), and so, too, white wines, particularly sparkling ones.

A platform and really good grand-piano (upright, baby, or full concert, according to size of room) and some music-stands are necessary adjuncts.

A banqueting-hall should have its own separate services distinct from the Hotel, and they must be most carefully designed to permit of proper entrance and exit quickly.

Not infrequently, service doors are hung on the wrong side, so that they meet the burden of heavily laden staff, and result in breakages.

The wine dispense bar must also adjoin the banqueting-hall, and wine waiters should endeavour to obtain orders immediately the dinner commences.

Typewritten or clearly written instructions should be given to all the waiters, to avoid confusion.

At convenient distances throughout the room dinner wagons on castors or wheels should be placed, on which waiters can arrange spare glasses, cutlery, silver, and cruet bottles (if needed).

Coffee should be ready to time, and served hot.

Everything should go like a clock, and this can only occur when everything has been pre-arranged, and emergencies provided for.

Every eventuality should be thought of.

If you are catering in marquees, or off licensed premises, you should go thoroughly into the extra cost involved, before submitting your quotations, or, in the alternative, quote the cost of hire separately.

Coffee.—Of all the dreadful decoctions to be found in the average Hotel and Inn, coffee, particularly that served after dinner and after lunch, is uniformly the worst.

Three ways of making coffee are practised, but, as two are abominable, I will refrain from describing them.

Coffee can only be made from the bean, which must itself be kept in small quantities only, in air-tight canisters, and should not be roasted until immediately before use.

If you have a house with considerable trade, and in an out-of-the-way locality, where the best coffee is unprocurable, you must have a roaster as part of your equipment.

The roaster is a closed iron cylinder, which may be used either in front of the kitchen fire or with a small fire of its own.

The roaster must not be nearly half filled, as the berries swell a good deal, and they must have room to change places, or some will be more done than others.

A pound of coffee, done in this way, will take about one and a half hours to roast, as it must not be put close to the fire at first. But much depends upon the power of the fire, and few grocers take the trouble to roast coffee really well.

There is considerable art in roasting evenly, and the only guides are the colour and scent.

As soon as the coffee is sufficiently roasted, it should be cooled, as rapidly as possible, in the roaster, and then transferred into wide-mouthed glass bottles well corked.

The quantity required for each day should be ground in a hand-mill.

The coffee is usually made in an ordinary coffee-pot. Take two ounces of the recently ground coffee (with or without chicory, which some like and some do not), and heat it on a hob, or hot plate, in the pot, which is filled up with one pint of freshly boiling water, and put on a slow fire till it shows the slightest evidence of boiling, which it will do in a very few seconds.

Then strain it through a muslin sieve or bag, first

washing out the pot, return it into it, and warm it up to boiling point; after this, stand it on the hob for five minutes, until it is clear.

Or you can tie up the coffee, loosely, in a muslin bag, and boil it in the water for ten minutes, after which you may let it stand for a short time.

Or you may use one of the patent syphon machines.

It is worth your while to take great pains over your coffee-making.

Good coffee is often ruined by still-room maids, who, when supplies are running short, dilute it by filling up with water.

Coffee must be accompanied by hot boiled milk—just on the boil only. It must be understood that after-meal coffee must have greater strength than breakfast coffee.

It is a mistake to put too high a price upon after-lunch or dinner coffee.

Turkish Coffee.—The real Turkish coffee is made from Mocha beans, freshly roasted and fine ground (twice through the mill).

Measure one cupful of water for each person, and one over, into the Ibrik (a brass saucepan sold by A. & N. Stores, Ltd.) on a spirit lamp. When the water is boiling hard, stir in one heaped-up teaspoonful of coffee for each person, letting it boil up three times, or once, according to taste. Then throw in a dash of cold water to settle the grounds. If all the company take sugar, it is better to boil it in the water (three ordinary lumps of cane sugar or barley sugar for each person), as it makes the coffee smoother and softer in taste.

Tea.—You should stock two kinds, if you have any high-class trade, and three if you have a working-class custom.

(1) China, which, remember, should come out a pale straw colour, and be a really good blend.

(2) Indian, or Ceylon (a blend of first-class quality).

(3) A cheaper blend of (2), which is quickly infused and comes out looking black or dark colour.

In most Hotels, and in all those with a quick trade, you must have quick infusion.

Different water requires different blends of tea, and you should see that your merchant supplies you with

that of a suitable quality. The art lies in the blending, and there is some worthless cheap tea on the market.

The tea-measuring machine worked by hand is only useful where the proprietor, or his wife, is working it.

There is, however, a large and costly tea-measuring machine, electrically driven, which is used in busy tea-shops, and has proved successful.

Tea and coffee supplied, as they are necessarily, in urns in a Restaurant, can never be of the best, and it cannot be expected, but there is now on the market a machine which boils up fresh water every time more is required, and so the water does not become de-aerated by continuous boiling. This machine is described in the Appendix.

Remember to make coffee strong, and tea rather weak, except for the working classes.

Barley Water is a useful drink in hot weather.

Well wash three ounces of pearl barley. Take the outer yellow rind of six lemons, and a quarter pound of loaf sugar.

Put all these ingredients into a kitchen pan, and pour over them two quarts of boiling water. Let it stand until it is quite cold. Strain off and ice.

CHAPTER V

THE LAY-OUT OF KITCHEN AND SERVICES OF AN HOTEL

(By Major F. H. Austin, A.M.I.Mech.E.)

“ A mighty maze, but not without a plan.”

POPE, *Essay on Man*, Ep. I.

It is a first principle of Hotel planning that an Hotel should be planned round its kitchen and offices, and it is solely with these that I have to deal.

The subject can only be dealt with in a general way, as the principles applicable will necessarily vary not only with the class of Hotel and with the site and general plan, but also with each individual house.

But, whether we have a Town, Country, Seaside, Residential, Seasonal, or Commercial Hotel or Inn to deal with, it is hardly an exaggeration to state that it is upon the value of the Kitchen and Services that the chief revenue often depends.

A badly planned house requires too large a staff, causes delay in service, and leads to leakages.

I will deal with the Kitchen first, and take as my example that of an Hotel of medium size.

This should be, whenever possible, on the same level as the coffee-room, and divided from the latter by the service.

Good ventilation to the kitchen is essential, and in planning a new Hotel it is better to provide the kitchen with a good roof-louvred lantern light to secure this, and this is possible if the kitchen is arranged at the back of the Hotel clear of the main building. If the kitchen must be arranged in the basement, good cross ventilation can be obtained by means of area windows, with the addition of a fan, connected to the outlet from the hood over the range; the fan exhaust delivering into a separate ventilating flue taken to the top of the building, alongside the smoke flue from the range, or in some other convenient position.

When the kitchen is arranged in the basement it is necessary to have two or more service lifts delivering into the service-room.

Off the service-room should be the still-room, so that the distance between the service and the coffee-room and lounge is as short as possible, and at the same time the chef has an eye on all that is going on, until the dishes actually leave this department for the coffee-room.

Off the kitchen should be the other necessary offices, such as the main larder, with its cold-room, adjoining the vegetable preparing-room, the pastry-room, the chef's office and the "Dry" and other store-rooms, etc.

Adjacent to the still and service-rooms, to ensure that the dirty service is dealt with at the point at which it is returned by the waiters, the wash-up sculleries for service, china, and silver should be arranged, providing a space of not less than 5-6 ft. in a medium-sized Hotel, on one side of the service hot-closets, so that the waiters can deposit the dirty plates and silver here to be taken by one of the staff into the wash-up and silver sculleries adjoining. The arranging of the sculleries near the service obviates a lot of breakages and economises labour, as service plates when washed up are returned to the hot-closets, and other china and silver to lock-ups in or adjoining the service-rooms.

Where possible, the kitchen should occupy the central position, with the sections before named round it, and such cooking apparatus as is required for each section should be placed in the kitchen, but as close to its section as possible, to save time in carrying, and generally to facilitate the work of everyone employed.

The Kitchen Equipment.—Where practicable, a central range is advisable, and of a size to cope with the business.

If the establishment is very large, there may be two central ranges, one to come into use only when the chance trade warrants it. The duplicate range allows for repairs and cleaning.

For hard wear it is best to have a range constructed of heavy cast-iron top and side plates, with ovens of steel plates. The lining of the range should be of four-inch Stourbridge fire-lumps properly cut to fit. These are more satisfactory than fire-bricks.

All the furnaces should be examined periodically, when

the range is cold, by someone responsible, as, if they are allowed to become burnt out, the fire-box becomes larger, the oven sides get overheated, and the plates buckled and holes burnt through, to say nothing of the waste of fuel, also expense of large repairs and replacement of parts.

If a central range is used, always have a descending flue, as it saves fuel, and also leaves the whole of the top of the range without impediment for boiling and simmering purposes. Great care should be exercised in regard to the size of the flues, both inside the range and from it to the brick vertical flue, otherwise either the range will not draw properly, or else the fuel will tear away, without yielding its caloric value. The height of the vertical flue is also important. The French type of oven door (to let down) is preferable, but safety ratchets are advisable to prevent any accident that may occur from letting the doors down suddenly.

One fire in the range will properly heat two ovens, and each fire can be worked independently.

At one end of the range, extending its full width, should be a *bain-marie*, which is an appliance for keeping hot such items as soups, sauces, vegetables, etc., etc., by means of continuous boiling water surrounding the vessels containing these; the water being heated by a steam jacket or by gas jets; the vessels standing on a grid placed in the bottom of the *bain-marie*. A hot-closet is usually constructed under the kitchen-range *bain-marie* to provide dish-warming facilities for the kitchen.

Hot and cold water taps should be fixed over the *bain-marie*, and about eighteen inches above the top.

A plate-rack over the range must be provided for convenience, about a foot less in width and length than the range, and the whole surmounted, as a rule, by a galvanised iron hood, with connection to the open air by means of a fan or to a ventilating shaft.

Other essential appliances, in a large, well-found kitchen, are the Vegetable Steamers, Steam Boiling Pans, Steam-heated Stock-pot, Gas Roasting Oven, Salamander or Toaster, the double-type Pastry Oven, the Grill (preferably fixed in the grill-room, if there is one), for which coke or charcoal may be used as fuel. Gas grills are not very suitable, or serviceable, in an Hotel kitchen. The

Salamander, or Toaster, is used for browning the tops of many kinds of dishes, such as cauliflower *au gratin*, etc.

It is also used for small grills, such as cutlets, chops, kidneys, etc., and for toasting bread for special dishes. The Gas Toasters for breakfast and tea service are, generally, arranged in the still-room.

The arrangement of the gas-burners is very important, to prevent lighting back.

The larders, white-tiled for preference, should be on the coolest side of the kitchen, viz. with a north aspect, and adjoining should be arranged the cold chambers for raw meat, cooked meat, milk, etc., with a separate chamber for fish, with special sink.

These rooms should be kept at about 35° F.

The fish chamber should never be at freezing temperature, or the flavour is taken out of the fish.

It is a good plan to arrange that the Larders shall be in one range, opening out of one another, with the entrance door in full view of the Chef's Office, but not contiguous to it, owing to the necessity of ensuring that the Larders are cool.

The fish-box should be placed along the wall, with a series of hinged top covers, so that access can be gained to one part without letting warm air into any other. The interior is fitted with zinc lining, with a wood grid at bottom, on which ice is placed.

The sections of the ice-box, with their air-tight doors, should be insulated with granulated cork, about six inches thick, and ventilated scientifically.

The cooling of the cold chamber is effected by a refrigerating plant, and with the compression system the compressor unit is usually driven by an electric motor.

The cooling medium generally used is ammonia, or carbonic acid, CO².

By an arrangement of tanks with refrigerator and condenser coils, the medium reduces the temperature of brine, which is made to circulate through the pipes—fixed at high level in the chambers—by means of a small pump usually driven off the compressor; a good system being capable of regulation to almost any degree of cooling. On account of noise and vibration, the mechanical unit with the tanks, etc., should be fixed outside—or as near to outside as possible—the main building.

The *Preparing Table* is placed in the centre of the larder, and, with it, the meat chopping-block (unless you have what is called "a butcher's shop"), and round the walls are arranged a thrall, and one or two rows of slate shelves, with a porcelain enamelled sink under the window, and in the fish chamber a slate slab and sink, for the preparation of fish.

Preparing tables should be independent and portable. The top should be not less than two and a half inches thick, and made of beech, bass or sycamore. A small hard-wood sink, in one of the tables, for obtaining water used in cooking, is a useful adjunct.

The Vegetable Preparation.—The Vegetable Preparation Room should be situated adjacent to, or in a smaller establishment within, the Kitchen, if space permits of it. Movable tables or running boards against the side wall should be provided for preparation and cutting up, with power machines for potato-peeling, etc., where the trade is large enough to warrant their use.

A set, consisting of one, two or three double, or single, porcelain sinks, with draining boards each end and overflow waste division, also one or two plain porcelain soaking sinks, should be arranged under the windows if possible.

Concrete or slate vegetable bins, set on the floor, with hinged tops, and ventilating and washing-out slot at the bottom, should be set up in the Larder to be used for raw vegetables.

The Pastry-room.—This ought to be near the larder, just off the kitchen, in a cool place, and fitted with a marble slab, preferably under the window, and a bench against the wall, with flour-bins beneath. The tops of the bins can be made to form part of the working bench. A porcelain sink should also be provided.

Chef's Office and Store.—This must occupy a central position, to allow of full observation of kitchen, service, vegetable and other preparation, etc., and should contain a desk, cupboards, and shelves for special dry stores, sauces, etc.

The Service-room.—This room, next the coffee-room, must be fitted up to follow, in sequence, the table-d'hôte meals, starting from one end with a *bain-marie* for soup, then a hot-plate top for fish, next entrée, then the sunk

carving wells for joints and game, then a *bain-marie* with pots for vegetables, and finally with a hot-plate top for other courses.

Hot-closets are used for keeping foods, plates, and dishes hot, and the best consist of steel plate sides, sliding doors on back and front, with steam pad for the centre shelf and steam pads top and bottom, with tops fitted with steam-heated recessed carving wells, or steam-heated plain top, according to the purpose for which they are required. If fitted with *bain-marie*, this usually is part of the hot-closet. One or more steam-heated serving shelves can be fitted on the front, and above the level of the top of the hot-closet, which helps still further to ensure the serving of really hot food.

The long hot-closet should have sliding doors on one side to enable the waiters to remove the plates, and on the carver's side sliding doors for feeding it with plates and dishes, etc., from the scullery and kitchen.

The Still-room.—This is one of the most important rooms in many houses.

The best position for it is next to the service, and only divided from it by a bench or counter. It should also be near the lounge or adjacent to a lift for the service. In this room are fixed the appliances for making coffee and tea; part of the still-room being used, of course, for cutting up bread-and-butter, etc., etc.

The best type of coffee and tea-making apparatus is the automatic gas boiler, an arrangement which has coffee and milk urns, fitted in connection with it, while at the same time, if desired, it supplies boiling water for tea-making and filling hot-water jugs.

It is best to have the gas water-boiler as a separate appliance, if it is desired to prepare the coffee and hot milk on a small gas boiling top, which is a useful adjunct, additional to those already mentioned.

Some of the still-room appliances on the market are *infinitely* better than others, and great care is necessary in their selection.

A small hot-closet sufficiently large to hold the tea and coffee pots required is very useful.

This can be fixed against the wall, as near as convenient to the tea and coffee apparatus, and heated by steam from the main steam supply to kitchen, etc.

One or more good gas toasters are required here, similar to that in the kitchen, only larger, to fill the larger toast demand for breakfast and tea service.

Salad tanks are also required, and should be of glazed earthenware and fairly deep, with a draining-board on one side. One single or one two-compartment teak sink for washing up the still china is usually sufficient, the china after washing being stored in the still-room. For butter, cheese, etc., a portable stock pattern refrigerator of suitable size is used, of which there are several good makes on the market.

Benches or tables are, of course, necessary; also, a bread-bin is required, which should be lined with zinc.

Crockery Wash-up.—This arrangement should be near the service, and, where possible, on the same floor; if this is not practicable, arrange a main wash-up near the main service and kitchen.

If the crockery has to be packed in trays or baskets, and removed by a lift, there is always a large percentage of breakages. Use unchippable crockery, therefore.

Teak or other hard-wood sinks are the best type to instal for washing crockery, as porcelain or earthenware sinks cause so many breakages. These sinks are also best for silver. Constructed of different-sized washing and rinsing divisions for different kinds of crockery, they can be obtained to exactly fulfil various requirements.

The sinks are usually fitted with a draining-board each end; and trays for crockery, and baskets for silver, can be obtained for holding during the washing operation.

The centre division is arranged to act as a drain, fitted with galvanised iron waste-receiver strainer, and the overflow slots in the washing divisions are arranged so that, if water is added to the level of the overflow slots, the grease flows away on the surface of the water.

The washing divisions are usually fitted with a direct silent steam heater, where a main steam supply to the kitchen is available, which heats the water, obviating continual emptying down and re-filling with hot water, thus economising in soap and soda.

Kitchen-pot Scullery.—This, being the place where the pots and pans are washed and cleaned, should be situated just off the kitchen, and in a place where the smell inseparable from the operation cannot reach the kitchen or

other departments. Ventilation is important here. Provide a good copper or galvanised-iron utensil sink with a large and deep washing division to receive the kitchen pots, the sink being provided with an overflow and grease division, waste strainer, draining-boards, etc., as described for the Crockery Wash-up.

Silver and Plate-cleaning Room.—This room is arranged with and alongside the Crockery Wash-up, and must be furnished with a teak sink or two, with washing and rinsing divisions of good size, so that small plated goods in special washing baskets can be immersed in the water. The sinks should be fitted with draining-boards, etc., as previously described. The water should be very hot, and therefore the sinks must be provided with a steam silent heater. A table for cleaning and polishing is best placed in the centre of the room, and glass-fronted cupboards, with nests of drawers under, should be fixed against the walls, and all of them lined with baize. A very good cleaning material is to be found in Argento.

Engine-house and Boiler-house.—Since circumstances differ largely in town and country, and between town and town, it is impossible to lay down hard-and-fast principles to be adopted for the most efficient and suitable engineering plant for electric power for lifts, refrigeration, fans, etc., for lighting, and the boiler-house section for heating, hot-water supply and steam for cooking.

It is nearly always more economical, in towns, to obtain electric power and lighting current from the town supplies.

If this is not possible, one can instal an electric lighting set—there are several good makes—with a gas, oil or petrol driven engine and dynamo—belt or direct coupled—with accumulators.

For the heating, hot-water supply, and steam for cooking, when the Hotel is a large one, one or more horizontal steam boilers, of the Lancashire (two-fire flues) or Cornish (one-fire flue) type, should be installed. On no account instal the ordinary type of vertical steam boilers, since their fuel consumption is overwhelming.

If space is restricted—as in London or a big city—the land locomotive type can be used to advantage.

If the Hotel is not large enough for the Cornish type of boiler, one or more Ideal, White Rose, or Robin Hood sectional boilers for low-pressure hot-water heating, and

one or more Savile or "Goliath Domestic" vertical boilers for hot-water supply are the best, and the two latter types will burn any kind of refuse.

For hot-water supply for very small Hotels or Public-houses, the smaller type and less expensive boiler—the cast-iron Ideal, Hartley & Sugden, or Beeston "Domestic" can be used, but if the water supply is very "hard" it is better to fix a wrought-iron boiler with a bolted top—for easy cleaning of scale, which causes rapid corrosion and burning out—of the Hartley & Sugden "Savile" or Lumby "Goliath Domestic" type.

The hot-water circulation system is dependent upon the arrangement of the Hotel, and upon the number of baths to be supplied, but the circulations must be arranged to run by the baths, sinks, basins, etc., to ensure a supply of hot water immediately the tap is turned on.

Heating can be carried out by means of a centralised system of atmospheric vacuum vapour-steam, or low-pressure hot water, with radiators, or by independent gas radiators, but the latter are not very satisfactory. Electric heating is out of the question, as being too expensive at present. Vacuum-steam is the most economical in a large house, when the steam is taken direct from the Lancashire, Cornish, or Loco boilers; but a low-pressure hot-water heating installation with a sectional boiler is best for a small Hotel.

Hot-water radiator heating gives a more pleasant atmosphere than vacuum-steam, and if preferred for a big Hotel, can be run from calorifiers fed from the main steam boilers; vacuum-steam is cheaper, in initial cost.

In addition to the main public and private rooms, the passages and corridors should be heated by radiators, and small bedrooms by running a pipe through them, or by dwarf radiators, at small expense.

Radiators should always be of such height as to come below the level of the window-boards, and in any case—except a maximum of 32" for corridors—should not be more than 26" high, to avoid breaking the furnishing height line.

In hot-water heating, the flow and return positive circulation system is the best. Avoid the use of the one-pipe system, especially in the case of the larger Hotel.

Radiators should be placed under windows, as in this

position they do not blacken decorations, and in addition kill draughts from leaky window-frames in cold weather. When painted, water paint should be used.

For skylights, such as dome lighting over main staircases or double-ceiled top lighting of ballrooms, etc., it is as well to arrange a pipe coil—hidden by cornice projection or fixed in space above ceiling—to stop the down draughts always experienced with top lights.

Lighting Plants.—Where these are installed for a fairly large Hotel, the services of a first-class engineer are required, who will also do all running repairs and renew wiring, replace burnt-out fuses, and undertake similar duties in connection with Boiler House plant, telephone, lifts and electric bell installations, with the necessary staff.

If there is a Cornish or Lancashire Boiler, one or more stokers will be required, working in shifts.

The Manager should see that the Engineer regulates his heating calorifiers and boilers—and one of the staff the radiators—according to the weather and the use of the rooms. A very great deal depends upon economical stoking, and a proper boiler fuel log-book should be kept, and carefully checked every month.

Lifts.—Passenger, goods, or service lifts may be either electrical or hydraulic, and high or low speed.

If service lifts go up and down to feed one floor above or one floor down, the hand-power type should be adopted; electric lifts for such a short distance are not worth while.

If the kitchen is at the top of the house, the service lifts can be heated electrically for the conveyance of food, and should be of high speed. They require careful attention as to oiling and greasing by the Hotel Engineer, and monthly or quarterly examination by the makers and Insurance Company.

Of passenger lifts I know of none to beat the Way good Otis, or Smith, Major & Stevens'.

The Telephone System and intercommunication is important, and so, too, is the electric bell system.

The position of the various indicators requires careful thinking out to suit the arrangement of the ground floor and public rooms. The indicators for the rooms on the upper floors should register in the Floor Chambermaid's Duty Room.

Pots and Pans.—Of whatever material these are made

they must positively be kept clean, or they may spoil food and cause poisoning.

Copper is the best, lasts longest, but is also the most expensive material.

Some favour aluminium, but it possesses various disadvantages, such as tarnishing very badly, and does not stand hard wear like other materials; it also gives a taste to a few articles of food, though, if the vessels are kept spotlessly clean, it should give satisfaction.

Copper vessels repay the cost of repairing, which few made of other metals do.

We have dealt generally with the lay-out of medium-sized Hotel kitchens and services, because it illustrates what is really required for cooking on a fairly large scale.

For a smaller house than the largest, say one with sixty bedrooms, a modern Hotel wall-range with fall-down doors, flat top, with a canopy over, is very suitable; the flues go into the ordinary chimney.

The advantage it has over the ordinary type of wall-range is that you have a much larger cooking top, and you also have a larger rack for pots and plates on top, and the canopy or hood takes the heat away, ventilating into a separate flue, provided with or without an electric fan to draw away the burning fat and other fumes from the kitchen.

If your house is smaller, say with only twenty to sixty rooms, you may be able to do with an ordinary five, six, or seven-foot wall range, and of these, choose one with a lift-up fire. I know none better than a K.B. Coalbrookdale, which, once the damper system is learnt and applied, is comparatively economical.

There is a grilling arrangement with this range.

It is advisable to buy, and keep by you, duplicates or spare parts of central or wall ranges, which are subject to replacement due to burning out, so that, in any case of breakdown, you can yourself substitute any part worn out or broken. In every Hotel, and all Inns, and even in Public-houses, save the very smallest, I advise that you have an independent boiler for your hot-water supply, and not a boot boiler fixed in or behind the range.

If you have a house doing, normally, a very small trade, but, on occasions, a large catering one, or if you have a fair-sized one, doing a season trade, and next to nothing

at all out of season, or if you have a very small Public-house, you might instal a "Thrift" cottage range in your scullery, and cook on that when you are slack. As its name implies, it is very economical, and very narrow. Its single oven goes on the top of the range, or rather on the top of the fire-box.

It is made by the same Company—the Coalbrookdale. I should have added that for Hotel, Inn or Public-house work, you should have the heaviest cast range made.

If your present range is a fuel-eater, as many are, do not hesitate to scrap it and procure a new one. It will save its cost, and more, in a single year.

Some people prefer to cook by gas, and, given a very careful cook, it is more economical than coal in certain circumstances, for instance, where you are much busier at one time of the day than at others, as it will save you having to keep up a fire all day.

It also permits you to keep your kitchen cooler. There are many types and sizes of gas ranges, but I know of none better than the "Westminster" of the Gas, Light and Coke Company, which has a grill also. It is made by Messrs. Suggs.

The same Company supplies a very useful little hot-closet, for keeping plates and dishes warm, which, though heated by gas, can easily be regulated, so as not to break or crack the plates—a contingency which often arises with hot plates if heated otherwise than by steam.

A hot-water hot-plate is not really efficient.

If you do your own cooking, or if your cook is exceptionally careful, you may prefer to cook by electricity.

It has the great advantage of being extremely clean, and it takes less from meat—that is to say, meat loses less in electric cooking than by any other medium. But it needs great care, or you will find it very expensive in current.

I do not think that electric hot-plates are economical.

You will find that cooking by electricity is the only possible way of managing if, for example, you take a basement without a flue at all, for a Restaurant.

You should, before adopting any pattern or make, take lessons from the suppliers of the ranges, etc., and you will find a visit to Tricity House very helpful.

There is another way of cooking which it is claimed is

more economical than any other, and so it probably is, where gas is laid on.

It also makes cooking possible on an open fire without any range.

This apparatus, which is called Fireless Cookery, is rather expensive, the minimum price being £8 15s. for combined roasting and boiling cylinders.

Shortly put, the plan is that, in roasting for example, two discs are heated up to the required heat over a gas ring, which takes, say, twenty minutes.

The two discs are then placed at top and bottom, respectively, of a receptacle, which, to all intents and purposes, corresponds to a thermos flask. The meat is hung suspended between the two discs. The receptacle is closed, and a vacuum is formed round the meat.

It is then left for the time which the cooking of an ordinary joint of the same size and quality of meat would take in an ordinary oven.

The receptacle is then opened, the joint taken out, and it is ready for the table.

The main advantages of this kind of cookery are : first, a great saving, if the fuel is gas, secondly, that the joint can scarcely be damaged or spoilt, as may happen in an oven of a range; thirdly, it avoids the necessity of a range; fourthly, the joint will never be over-cooked, and may be left for hours without attention; fifthly, it retains the flavour and saves waste.

The apparatus can be seen at 89 Newman Street, W.¹

We shall now say a word as to fuel.

For large Lancashire, Cornish, or Loco boilers you will require coal slack—wetted—and coke. For Robin Hood, Ideal or White Rose sectional boilers you will require coke. For independent wrought-iron "Savile" or "Goliath," or the cheaper cast-iron "Domestic," you will require coke, but these latter will burn any rubbish (except tins, brickbats, etc.).

A point to remember, especially in the case of a central range with descending flue, is that soft coal will choke up the flues very quickly, thus destroying the draught on, and the efficiency of, the range. The use of good hard coal is, therefore, advisable and important.

You will require open fires for coal-burning, in your

¹ The suppliers are the British Utility Company.

public rooms, and for these choose your coal, not so much for cheapness, but for calorific value, and don't get too soft or brittle a coal, nor yet dull coal that has no gas in it.

You can keep down your coal bill by having a first-class flame-producing coal, and mixing coke with it on the fire.

In bedrooms, when your trade is not too high class, I advocate gas fires for reasons of economy of service. They require no attention, and no dragging up of heavy coal-boxes, and are quickly effective after being lit.

The drawback that guests may use them without paying for them can be eliminated by your Gas Company.

Electric fires or stoves leave little alternative where there is no flue, but they are extravagant, as we have said.

It is possible to obtain an electric fire which flickers, by an ingenious arrangement of flashing on to facets of glass. The real heater is underneath. It is quite attractive in an entrance hall, and is capable of heating a good-sized room, and is not extravagant. I have used one for years.

Peat, where available, and logs are both useful, but where the latter are in use you require efficient fireguards with small mesh.

The fireplace is always a difficulty in the summer in an Hotel or Inn.

People will throw matches into it.

I think a small guard which covers the whole opening looks best, but if these are deemed too expensive, lay a fire. Do not put frilly papers or wool and tinsel in the fireplace. It is like decorating a dog.

You require extra strong fire-irons, but avoid coal-scuttles with legs. They have a way of breaking off.

The telephone requires a careful checking system. In a busy house the main telephone should be in the office or close to it with extensions therefrom. It will not then be possible for a guest to put through a trunk call for which he does not pay. Ordinary calls will be paid for by pennies placed in a box, as in a public call office, but at a rather higher rate.

Each call made by a member of the staff should be noted.

The telephone account receipts should be watched, and there ought to be a balance on the right side.

The Cold Water Supplies and Fire Services.—The provision of cold-water service for a medium-sized Hotel

generally means taking a connection off the Water Company's street main, and running the service to the various sinks, baths, and lavatory basins.

The question of provision of cold-water storage tanks for an Hotel is a matter of special consideration, and they are unnecessary if there is a good pressure on and a continuous supply ensured from the Water Company's or Town main.

When storage tanks are used, filling from a connection off the Company's main, it is unwise to drink the water from the service fed by these tanks, so that the question of storage is a debatable one.

Tanks are sometimes put in to combine the cold-water supplies with the fire service, and a reduction on the cost of the Fire Risk Policy can thus be obtained.

Where tanks are installed, it is advisable to take a separate connection off the Company's main to all floors and to kitchen, etc., etc., for drinking and cooking purposes. In emergency the tank supplies can always be filtered through hand filters for drinking, when the Company's main fails.

If an Hotel is large it is generally in a town of comparable size, having both a good cold-water and fire service, when the supplies for all purposes in the Hotel are taken direct off the mains, and a fire service connection is taken into the Hotel, and run to the various points decided upon by the Town Authorities, fitted with hydrants and cases containing the hose, etc.

If a large Hotel is situated in an isolated spot, it, of necessity, has its own cold-water and fire service pumping plant to suit the special conditions and circumstances.

Among machines which are valuable labour-saving appliances are : bacon-slicers, bread-cutters, bread-and-butter slicing and spreading machine, potato-peelers and apple, etc., peelers.

CHAPTER VI

THE CATERING STAFF, THEIR DUTIES AND SOME OTHERS

“Stand not upon the order of your going, but go at once.”
Macbeth, Act III. sc. iv.

A MAXIM that applies particularly to the Catering Staff is that “there are thousands of soldiers, but they must never cease to be an army,” which means that numbers do not spell efficiency.

A staff may be a mob actuated by an interdependent mutuality of greed, in which case it will be your Juggernaut, or it may be the vehicle of success. It all depends on how you oil the wheels.

The duties of each class must be clearly defined. Of these none is of greater importance than the Waiter.

The Waiter is the salesman *par excellence* of your Hotel, and on the right choice of a Head Waiter a great deal will depend.

There are two ways of treating a Head Waiter : one is to keep him on a very tight rein and give small powers ; the other is to give him very large powers, and, to a certain extent, take him into your confidence.

To my mind, if you cannot trust the man you have and show him that you have confidence in his desire to work for the house, you had best keep on changing till you get such a man.

One of the reasons why waiters vary so much in their work is on account of the payment they receive from their employers. This is sometimes a small wage, almost negligible, and sometimes nothing at all.

Not that the position of a waiter, least of all most Head Waiters, is to be despised. On the contrary, it is often far more lucrative, and less arduous, than the Manager's.

The duties of waiters must necessarily vary so much, in accordance with the size, class, and general style of the house and its customers, that it is impossible to lay down suggestions to meet all cases.

In speaking of waiters, we include waitresses, and let us consider in what circumstances, as a rule, waitresses are best employed.

On the whole, a waiter is generally to be preferred to a waitress, and, for a high-class Restaurant, women must be ruled out altogether as impossible.

I think that the employment of women is undesirable where you have *à la carte* fare in considerable choice and a menu in a foreign language. By nature they take very little interest in a customer's *palate*, though they may in his *appetite*. I mean, they will feed a hungry, tired man, who treats them courteously, from instinct, but they seldom pay instinctive attention to a customer when he enters a room, and generally appear to be valuing and eyeing him first.

In the ordinary way they seldom *show* any pleasure in their work. They apply the maxim, "They also serve, who only stand and wait," not to themselves, but to the guests.

They are unable to stand still, and when not employed are apt to congregate in groups, and talk or whisper, often obviously about customers. For where woman has a tongue, there Mrs. Grundy has a home.

They are not, as a rule, good team-workers—and this is essential in a successful Restaurant or Coffee-room.

Considering how old a profession that of waiting-maid is, women's general unsuitability is astonishing.

Yet I do not condemn them, for there are first-rate waitresses, and they are worth their weight in silver, at least.

In a quiet residential Hotel I should employ all women waiters, but in a season Hotel, a Head Waiter (male) is indispensable during the season.

Women are very successful in a City Restaurant, even when the trade is a rush one, where it only lasts from two to three hours.

If they had the opportunity of learning their job, and seized such opportunity, one of the most lucrative professions in the Trade would be open to them.

The long hours are, however, against them in an Hotel, and it is probable they are unfitted by nature for the job where work is long as well as hard.

In Clubs, women are successful, and so also in unlicensed places and Inns.

I have seldom met a woman who could speak to a

guest with convincing authority on the joys of particular vintages of wine.

The style of waitress's uniforms, caps and aprons is a matter of importance. Bergère Freres et Cie., of Regent House, Regent Street, show some chic designs.

A waiter's dress and deportment are primary essentials, and he should be clean-shaven and smart-looking.

He should approach a guest as soon as he enters the room, and take his order, and try to anticipate his wishes, if he seems to require it, by suggestions respecting those dishes for which the cook is famous, if the materials are in good supply. Here I address myself to the Proprietor through the waiter. If your guest is of special importance—and every new-comer is a potential regular customer—you must join with the Proprietor in a general air of welcome, not by bothering him with small talk, or by talking effusively, but by making occasional useful suggestions for his comfort or entertainment.

You will soon see whether your intervention is welcome or otherwise. A lonely guest seldom objects to a slight conversation, but the worst error a waiter can commit is to presume on his position, and go too far in this direction.

Having given your customer a card, which, in the case of a dinner, even in an unpretentious house, should be carefully written, if not printed or typed, and clean, you first endeavour to draw him to order a meal *à la carte*. If he shies off this, you suggest a *table-d'hôte* dinner, which, perhaps, you may get him to supplement.

You will see whether he is in the mood to spread himself or not. If he is not, do not press him or neglect him on that account.

Men do not always feel in the mood to feast, even when they are rich; for good digestion waits on appetite, and health on both.

The clever waiter is he who can diagnose indigestion, and memorise tastes and digestions.

By so doing he will enrich himself and his employer. There is no profession in our Trade which requires a nicer and more sensitive disposition than that of waiter.

After the order for dinner is given, bring over a nice clean wine card, which need not contain a huge choice, but each item should be good.

Don't leave the card with the customer and fade away for an age.

Remember the story of the guest who, having given his order to a young waiter, was left until he became faint and weary. After a long interval, the waiter returned, and was asked by the guest whether he was the same waiter who took his order, and, on receiving the reply "Yes, sir," remarked, "Bless me, how you have grown!"

But give your customer time. Let him make the first suggestions. You will soon see if he cares about fine wines. If he does, mention a few, and throw in your *bonne bouche* at the end, with a half-confidential manner.

As the dinner draws to an end (we need not here deal with every course), see that the table is brushed, and if it is a nice one, have the cloth removed and plates placed on mats.

Then suggest to your customer port, coffee, liqueurs, and cigars—and remember that, from a selling point of view, it is much better to *show* your customer the thing you want to sell, if you want him to buy it. With the port this may not be possible.

And oh, my friend, see that your coffee is strong, and hot, and made fresh.

"Coffee" (as Pope said), "which makes the politician wise,
And see through all things with his half-closed eyes."

If your customer is anything of a gourmet, he will now be mellowed and satisfied, and will recompense you with a substantial tip, which, even if it has to be shared, increases your personal prestige. Managers say, rather bitterly, that "Everything comes to him who waits."

A good waiter is bound to get on, if he is English—he is so rare. The art of the waiter lies in satisfying the customer, not in stuffing him.

"Serenely full, the epicure would say,
Fate cannot harm me—I have dined to-day."

If your customer is, evidently, not of a refined taste, you should try to sell the food and wines that the Proprietor most wishes to sell, but all indifferent fare, solid or liquid, should be withdrawn from sale.

Loss of goodwill is your biggest loss of all, and more expensive than anything.

Let every waiter remember that what is good for the house is good for him, and vice versa. If this is not so, there is something wrong with the system somewhere.

As regards the regulation of tips, the Proprietor can, of course, and I think should, lay down rules. Tipping should not be discouraged. You cannot have good service without it.

Some people object to the *tronc* system, and, of course, it can only come into vogue where there is a numerous staff. In its absence, I have seen much discontent, and unfairness leads to bad service.

I think that a modified *tronc* is best. The Proprietor should regulate and see to its distribution himself. A system whereby half the original tip goes to the waiter, and half is shared, is best, if not too laborious to carry out.

If there is a *tronc*, and anyone is found to have cheated it, he should be dismissed.

If the waiter's duties include washing up glasses, etc., some encouragement as a preventive of breakages should be instituted.

He must not enter the coffee-room, when guests are there, in shirt-sleeves or *deshabille*. When a guest arrives, or a meal is ready, the curtain is up, and all the appearances must be preserved until the last guests leave.

Good waiters should learn their job in theory, and start as *commis*, or runners, dish-clearers, etc., and practise at a school.

If a waiter learns style at the outset, he will get into a different grade at the start. "*Le style est l'homme*," and "*le style est l'hôtel*," if we may improve on Buffon's remark.

Once in a low grade, it is doubly difficult to rise.

Therefore, such things as the proper laying of a table, the study of food, the knowledge of how dishes are made, the study of wines, etc., and the folding of a napkin (which should be as simple as it is flat), the cleaning of glass and silver, the small attentions, the readiness to oblige, scrupulous personal tidiness, and good clothes and cleanliness, and the ability to talk well—only if the customers seem to invite it—are all important.

In the Midlands and Middle Europe the *serviette* is much in vogue as a kind of *garde-manger*, and even so, there's many a slip between the cup and the lip.

How did the Romans manage in their reclining position? Napkins should be as small as convenient, and be kept in good condition, as well as clean.

Just as few Proprietors realise the possibilities of their

business, so do but a few waiters, until they are too old to have a chance of learning, and to realise the importance of receiving instruction, to qualify them to become managers or tenants eventually.

Did not Matthew Prior, the little waiter of the "Rummer Inn" who read Horace, become Ambassador to the Court of Versailles?

What might not have been made of the waiter in *You never can tell* if he had had a material as well as a Shavian existence?

But there are plenty of instances of successful waiters in contemporary Hotel life.

If a Proprietor wants to get the best out of his staff, he must, positively, instil into the Heads of all his Departments the importance of their position, and of the opportunities offered to them in the Trade.

The mere fact that he makes Head Waiters and others realise that he imposes confidence in them, does not warrant him in turning a blind eye to the Department, and not seeing that all the rules are strictly observed.

Indeed, he should personally superintend the service of every meal, and be ready with a word of appreciation, as well as correction, when advisable.

Always remember that those who serve under you are human, and need humane treatment, especially if in trouble, just as the Proprietor needs firmness in case of any real insubordination. There is nothing so much appreciated as justice, not even kindness, which is, sometimes, mistaken for leniency. Remember, too, that a favourite has no friend.

I come now to the practical method of organisation. The actual control is dealt with in the chapter on Book-keeping.

On entering the dining-room, the waiter presents himself to the Head Waiter, who either allots him a station, or instructs him to help a colleague.

The first thing a waiter must do is to familiarise himself with the system in vogue in the Hotel.

He must acquaint himself with the geography of those parts of the house that concern him—for instance, whence he obtains his supplies, the checking system in vogue, the manner of service of the house.

Having gained a knowledge of the various Departments, the waiter will be ready to take charge of his

station, and should begin by seeing that everything is in order, and spotlessly clean, cruets well filled and fresh, supply of materials ready on sideboards and side-tables, tables and chairs in right places, and tables steady. If uneven, balance with a small wedge, never with paper.

Have fresh and clean menu and wine lists ready to hand. Carefully note the guest's order, and never press for it.

Do not keep a client waiting, and, if a dish requires preparation, warn the guest of the time it will take.

When the meal is finished, clear away the debris at once, and lay up again. Nothing is so unpleasing as to sit down to a table strewn with other people's debris.

Team-working is essential for good service, and although every waiter has his tables allotted to him, he must be prepared to help a colleague, or, in time of pressure, assume his duties, and welcome every arriving guest, obtaining, if necessary, his order.

Orders must not be transferred in the presence of the guests, and all information must be given and instructions carried out without the guests being aware of them.

When a large party is at an adjoining station, the neighbouring waiter should always help, and so ensure better service.

Everything depends on observation, and a Head Waiter and Proprietor should have eyes everywhere.

Watch your customer's eye, not his plate, as an authority has well said, for it is possible to spoil a guest's enjoyment of a meal by rushing him, though this is not a common fault.

A Head Waiter must see that all crumbs and other debris are swept up immediately after, and, where necessary, picked up during a meal.

Dogs should never be allowed in a public room.

When a busy day or a special function is expected, the Proprietor and Head Waiter should call the staff affected by it together and give instructions, both verbally and in writing, in regard to it, and then have one or more rehearsals, so that it may run smoothly.

This is specially important in regard to the cashiers.

You must mobilise and organise your forces and materials like a general, otherwise you will lose money, custom, and goodwill.

See that your room and gallery, if any, are perfectly

ship-shape, and that the services are shielded from the guest's eye. It is never pleasant to contemplate the raw materials of pleasure.

If a big rush is expected, arrangements must be made that the meal should be paid for beforehand, by purchase of tickets, at one or more bureaux, so placed as not to impede service.

You must also provide efficient doorkeepers.

Watch special waiters, and see that they do not abstract full bottles or cigars.

Look in every likely place for hiding, during the course of a banquet. It is as well that these should be obvious.

Particularly see that your cellar staff, for dispense, is properly mobilised, and that all lifts are in good order.

Have a dispense specially prepared, if necessary, and plenty of ice available. Have your dispense in the coolest possible place.

Coffee-rooms should have light "in" or "out" doors with light springs, and rubber blocks on doors to prevent any banging. Oil the hinges.

Let me endorse what has been well said in a recent book on catering.

Don't crowd or hustle at the hot-plate, but take your turn, and leave quickly. Don't shout your orders. Don't be late. Don't put your napkin under your arm, or use it as a handkerchief or duster, and let it be clean. Wipe every plate, or dish, *underneath*, before putting it on the table. See that your table is properly laid up, and that glasses are provided. Don't butt in between guests conversing; clear away noiselessly on the other side. Don't argue, but carry on with your job. Don't kick the door open before you, or close it with your foot. Be always in haste, but never in a hurry. Don't forget to look cheerful. Be considerate to the cooks and kitchen staff. Be always courteous to them, as to your customers. What trouble waits upon a casual frown!

The plaintiff in a Court of Equity must come with clean hands, but how much more important is this with regard to a waiter in a coffee-room!

Don't forget that you are the employee of the Proprietor, not of the guest. Be always loyal.

To complete our list of prohibitions: waiters "who eat

peppermint and puff 'em in our face, we'll put them on our list"!

Don't forget you are first, last, and all the time a salesman.

Find out and remember what is in the larder, and also what is to be served, and learn how each dish is composed.

Don't place large ugly cruets on the table. Keep them with sauces on the sideboard, and do not omit to serve them when the time comes.

See that dishes are handed up in right order.

If you have flowers, arrange them well and keep them fresh.

If there is a long carry between the service and coffee-room on the same floor, a trolley on rubber-tyred wheels is advantageous.

If a waiter is seen finishing the contents of a bottle, or of a dish, in the dining-room or within sight of it, he should be dispensed with, or severely reprimanded, but never in the presence of a guest.

Instructions for Waiters.—Tables should be drawn up for days off and various duties, including special duties, such as Lounge, or Smoking, or Billiard-Rooms.

Great advantage is obtained from the precise distribution of all work, if necessary in writing, and this remark applies to the Staff of every Department.

In addition to his station job, every waiter has a side job connected with the preparation of business: one man the cruets, another the napkins, or serviettes (as they are called in middle-class establishments), etc., until all the duties are covered.

<i>No. 1 Party.</i>	<i>Side Job.</i>	<i>No. 2 Party.</i>
Jones	Cruets.	Smith.

Such an arrangement enables the Proprietor or Head Waiter to fix all responsibility, and prevents misunderstanding and confusion, promotes esprit de corps, good team work, and smoothness of working.

As soon as the meal is finished the bill should be ready for presentation, at any time, and the Proprietor must see, by checking occasionally, that the waiter has not altered it to his advantage.

Service in a Buffet is treated of in the Bar section.

If you desire to learn more about the Staff, you should read Dean Swift on "Advice to Servants."

I can safely say that Staffs have improved since the days of Queen Anne !

For the benefit of those inexperienced in the service of meals in the proper style, the following points are given :

Hors d'œuvre should be served on *ravière* dishes, several dishes on a tray, handed round.

The same dishes should not be handed round to a second party without being re-garnished.

Soup should be served in plates, except in the case of large parties, when it should be served from a tureen on the sideboard.

Fish.—Boiled fish should always be served with a small potato ; whitebait and oysters with brown bread, and sauce should be served from a sauce-boat, the guest helping himself.

Entrees.—Plates should first be put down upon the table, and the entree handed round on a dish, that the guest may help himself.

Joints should be served on plates, and the vegetables handed round. Salad must be served on separate plates.

Poultry should be served on plates. Salad should be served on separate plates, and the guest should be asked if he desires it dressed.

Sweets should be handed round, and, if a tart or pie, with the crust cut.

Savouries should be served very hot, on plates. Cayenne pepper should be on the table.

General.—No dishes should be put on the table, but all should be handed round.

Where several people are dining together, care must be taken that no empty plate is removed from the table until the whole party has finished that course ; otherwise someone may be hurried to finish the course, or leave it.

In serving any course, excluding soup, where two or more guests are together, plates must be set in front of each, although all may not take it.

Wines.—Orders for wine should be obtained as early as possible. If red wine is served, find out if the guest would like it slightly warmed. If champagne is ordered, ask if the guest would like it *frappé*, that is, slightly iced, and, if so, see that a clean waiter's cloth is tied round the neck of the bottle, to prevent any of the liquor falling on the tablecloth or the guest.

In serving wines, first pour a little into the glass of

the host, then pass round the table, being careful to fill no glass more than two-thirds full.

Coffee and Liqueurs.—Before guests leave the table, ask the host if he would like coffee and liqueurs served in the lounge.

Such coffee should be served very strong, and very hot. Do not forget to hand round a good selection of Havana cigars, and see that they are “claros” in first-class condition.

One of the most important members of the Staff, in any Hotel, is the *Hall-porter*, or, as he is called in small hosteleries, the *Boots*.

In the latter class of house his type has not changed for the better since the time, at any rate, of Dickens. Some will say it is impossible that it should have done so, but that is when they ruminate at home. All the same, many a house to-day, horrible as it is in other respects, is almost totally dependent on its Boots.

The Boots is another kind of servant, “full o’ beer and benevolence,” who owes but little to his master in return for the actual wages—and, in justice to him, it is only fair to say that the Boots usually recognises that fact. For his main business is a loving dalliance with the skips of so-called “Commercials” who come his way, and a somewhat noisy and sketchy combat with the boot leather of the guests very early in the morning, and to act as ministering angel to the amiable weaknesses of human nature.

“Take, O Bootman, thrice thy fee;
Take—I give it willingly;
For, invisible to thee,
Spirits twain have cross’d with me.”

He is, also, the grimy but persistent individual sent to call the unwilling traveller before seven o’clock in the morning. If he is able and willing to do some valeting, he is worth a great deal to the Proprietor.

Sometimes he has an odd man, “lax in his gaiters, and laxer in his gait,” to help him to clean the boots, and he often pays him out of his own pocket.

The fact that “Boots” seldom leave an Hotel of their own accord, shows that the position is, as a rule, worth having.

A really good man is a great stand-by to the Pro-

prietor, as he is, or ought to be, a kind of watch-dog over the habits, not only of guests, but of Staff.

One of the dangers you have to guard against is the *Night Porter*. This minion of Cerberus is pretty much "cock of the walk" from midnight until 8 a.m.

In a busy Commercial or Station Hotel, his duties—and those he often takes upon himself to perform—are multifarious, and may be extremely remunerative—to himself.

If Proprietors more often saw the wisdom of getting up early, and occasionally in the middle of the night, they would witness things that would astonish them.

The early bird catches all kinds of worms.

The duties of the night porter are many; some are thrust upon him, but most are self-imposed.

He has to admit late travellers and their guests, who generally ask for food and drink, which the law forbids them to have.

Instead of insisting upon the revenue obtained from late meals, after the kitchens are closed, going to the Hotel, by doling out certain simple viands and stores to the night porter, making him account for them and the cash in the morning, and thereby obtaining what is enough to pay a Manager, by way of revenue, a Proprietor frequently allots the night porter nothing.

The consequence is that the latter keeps a stock, sufficient for an Hotel in miniature, of his own (including a very well-stocked bar), to the great danger and loss of the Proprietor. The danger is now limited to non-resident guests and the friends of residents.

A few night porters I know of prefer to serve their customers in the lift, midway between two floors, but this is an exceptional precaution.

However empty an Hotel may be, it nearly always becomes full up after midnight; so too do some of the late home-coming guests. Both of these contingencies constitute a fruitful source of revenue to the night porter.

The night porter is often a great man for keys, and not seldom—although the Manager, if wise, has the Bar keys in his bedroom with him—he has a key that fits the Bar, if the remuneration is suitable.

In a busy Hotel, the only means of rendering the public rooms ship-shape is to have a night staff, and the night porter is their chief.

I have no prejudice against Night Porters,—on the contrary, they have taught me more than I ought to know than all the rest of staff put together, and I am grateful to the individual, though I have not always shown it in the way he expected.

I have known rooms let by night porters to travellers who are early away, as well as late arrivals, the revenue in respect of which has accidentally escaped entry in the books, because the Office was closed.

A Proprietor of a busy house should compare his receipts in respect of the number taking breakfast with the number of sleepers. Few people really leave without something to eat, yet the books often show otherwise.

Although the night porter is associated with Cimmerian darkness, he generally loves a blaze of light, and the Proprietor who comes down unexpectedly will often find a scene of splendour in that respect. It really is worth while to keep the readings of the various meters.

To describe all the proclivities of night porters would require a volume. I hope I have said enough to show how interesting and important the post is.

The *Hall Porter's* position is second to none. Often, so far as the guest is concerned, he is the apparent Manager. It accords with our English ideas of hospitality.

He ought to be a walking encyclopædia and a mine of information, especially about dull things, such as trains and posts.

He is responsible for seeing that residents do not leave, with their luggage, before paying their bills and returning their keys, and he should be provided with labels advertising the Hotel. He also advises the Reception Office in cases where guests arrive with hand luggage only. He knows everyone in the locality, and where each lives, every object which by any stretch of imagination could be called interesting, and history which passes the bounds of truth or authenticity perhaps, but which means the hire of a car, through the Hotel Proprietor, who, if he has no car, makes an arrangement with the local garage as to commissions or profit-sharing.

Hall porters always stock stamps, but frequently they have no change, in case the guest should forget later. Some guests are very forgetful of good service, especially guests making a long stay.

There is another thing a Proprietor must remember in

making his calculations—that he will have to pay higher wages in an Hotel where the guests are long resident, than in an “in and out” house.

On boy labour.—Boys are almost indispensable in an Hotel, and as they are the hope of Innkeeping of the future, they should not be treated like a weed in the park. It is up to the Proprietor to teach the boy who is willing to learn by securing that he is not entering a blind-alley occupation.

In this way you will secure the right class of boy. Therefore he should not be relegated for ever to one office, but allowed his chance of learning all departments in turn, if his intelligence seems to fit him for the task.

His hours should be carefully regulated, and he should not be expected to serve the long hours which the exigencies of Innkeeping demand from its votaries.

It is not always the voice of the sluggard whom you hear complain, “You have wak’d me too soon, I must slumber again.”

Many a boy whom I have had taught, has, after five or six years in a large house, towering in the confidence of one-and-twenty, justified his training by being put in temporary control or as second in command of quite large houses.

The Bar should be the last Department in which a youth should be trained, and his mother’s and father’s house is the worst that can be selected for him.

“It is a wise father that knows his own child.” From the boy’s standpoint, “It is impossible to please all the world and one’s father.”

The encouragement of new ideas, however unpractical, is one of the duties of man towards the young.

The following story is told of a living Head Master of one of our great public schools.

A boy was dining with him, and when asked what profession he desired to adopt, he shyly said, “School-master.” The Head Master’s reply was, “Boy, don’t be presumptuous.” Thereupon the boy said, “But I shall try and join the Ministry first.”

“Boy, don’t be blasphemous,” was the final and crushing retort!

I have not included among staff the local policeman, or those who conduct the various members of the staff for their constitutionals, nor the husbands and families of any of those engaged on the premises, because, although

they are, in a sense, interested in you as Proprietor, and you may be in them, without knowing it, they are, as it were, angels unawares, and quite unofficial.

It is sometimes considered to be an advantage to secure experienced ladies in the afternoon of their best days on the staff, since their love affairs are either conducted by correspondence, or their lovers, through advancing age, have fewer wants unsatisfied. But parcels are parcels, whether carried in a pocket or by a postman. Public-houses are occasionally, perhaps more frequently than that, haunted by ghosts, and experienced licensees are superstitious about them.

I know some who make votive offerings, in the shape of pints of beer which are left in the yard nightly. When morning comes, there are the glasses drained to the dregs. These Licensees are never troubled by the phantoms, though the ghosts are never laid.

One of the expensive and difficult items in a smallish Hotel is the provision of suitable meal accommodation for the various classes of staff.

You cannot thrust them all together, and expect to have a happy family. True Socialism is not to be found among the working classes.

The barmaids, book-keepers, and housekeepers are in one grade, the upper staff in another, and the lower staff in a third, and you must make provision for each. If there is a control staff it is advisable to provide for it, again separately, if possible.

The *staff quarters* are, indeed, a matter of considerable importance, as staff are influenced as much by their surroundings and comfort as are guests.

Provide them, therefore, with a rest-room containing comfortable, if not luxurious chairs, and the means of dallying with their correspondence (which is frequently voluminous) in comfort.

Washing up sounds simple enough, but there is a right way and wrong way of doing it.

China and earthenware should be washed up in a wooden, preferably a teak, sink, in very hot water, with the addition of a little soap, and the use of a brush if there is embossed work.

They must be rinsed in clean water, and dried with a linen cloth.

There are various plate-washing machines on the

market, and one or two are useful for large numbers. The plates come out quite clean in the baskets in which they are set, and dry themselves.

For *glass*, cold or nearly cold water is preferable, as hot water leaves a dull polish on the surface.

It should be wiped with a clean linen glass-cloth, and brightened with a leather.

If glass is stained, a little soda can be used.

For *pot-washing* a different kind of sink, or, in a small house, a copper is required. The pot-sink should be deep, and set as near the ground as possible. It may be of galvanised iron, and very thorough scouring is required.

Plate Cleaning.—One of the things of first importance is to ensure that your plate does not get into bad order for want of cleaning.

Another is to keep it in baize trays, by itself, so that it may not be scratched by mixing with the knives.

You should see that it is washed in soap and water, immediately after it is used, finishing with clean water, and rubbing it dry with a wash-leather.

Very little plate-powder is then required.

Re-plating.—Silver generally repays re-plating, and in that case send it to a firm which will give it a good thickness of silver.

Tablecloths.—I shall assume that all your coffee-room tables are either round or square, to seat two or four persons—the latter so that they can be placed in a line together, to take a party of any size, if required.

The tablecloths should be made so that they overlap the table by about ten inches.

If a tablecloth becomes soiled during a meal a napkin should be placed transversely across it to efface the soiled part.

Tablecloths should be of linen, into which the name may be woven, and also duly marked (but not with marking ink, which fades).

Cups and Saucers.—In most houses short wide cups, with as few excrescences as possible, are preferable, particularly where a quick trade is done. They hold rather less, the liquid cools more quickly, and they are more easily washed.

Get a stock pattern that will not go out of fashion or manufacture.

CHAPTER VII

PURCHASING

“Without his roe, like a dried herring :—O, flesh, flesh, how art thou fishified !”—*Romeo and Juliet*, Act II. sc. iv.

CONTINENTAL peoples, out of jealousy, call Anglo-Saxon races “Nations of Shopkeepers,” and we cannot deny the “soft impeachment.”

Even our patron saint, St. George of England, as George of Cappadocia was a war profiteer of the worst type.

Was he not forced to run from justice, for obtaining a lucrative contract for supplying bacon to the Army? Afterwards, it is true, he was promoted to be Bishop of Alexandria, but he was subsequently imprisoned, and hanged as he deserved.

Our clergy reverse the order. They take orders first, and trade afterwards !

America is no better off.

Amerigo Vespucci was a pickle-dealer in Seville, who in 1499 joined an expedition, as bosun's mate, that never sailed. He eventually supplanted Columbus, by baptising half the earth with his name.

We shall have noticed that both the gentlemen were members of the noble army of Trade Suppliers. Can anyone afford to throw stones ?

And now to business.

On the subject of Buying, we must limit ourselves to general observations to a great extent, but we shall have to refer to some parts of the subject in detail.

Experience is the best guide, in the long run, but some of the hints in the following pages will be found useful.

There is little real protection to the buyer, beyond the reputation of the firms with which he deals and the value

of continuous custom. The old phase, "Caveat emptor" (let the buyer beware), still applies.

The buyer who has substantial purchases to make will do well to take advantage of competition, and not tie himself to any trader; thus, two butchers, bakers, and two provision merchants, etc., are to be preferred to one.

You have, also, to avoid, where possible, being made the victim of a ring, or private arrangement; but, unfortunately, this is most prevalent among wholesalers, so that the damage is done before the goods reach the retailer.

As a rule, it is important to deal locally, but only if the prices charged you admit of this. If, as I advise, you pay regularly, weekly, you ought to receive preferential treatment, both as regards quality and price, however small your trade may be. If you are a very large buyer you will be able to deal wholesale.

The buying of provisions and stores for Hotels and Restaurants requires sound judgment and experience.

The Proprietor must have at least a nodding acquaintance with each trade, and know what he is handling, otherwise he will soon find himself a loser.

Particularly is this the case in buying at markets. A great deal of the success of a catering establishment is dependent on the discrimination and skill of the buyer.

If your business is sufficient in volume, and near enough to one of the great markets, you can take your choice of buying your own experience, which, at first, you will find pretty costly, by making your purchases personally, or employing an Agent or Broker.

Some of these Buyers are not over-scrupulous, and the only thing for you to do is to get the most reliable man you can and watch the results closely, both as regards quality and price.

You will have to exercise extra care, if your purchases are very large, to see that the price is not raised against you, as the Commission Agents soon get to know, in such a case, what you are out to buy.

The multiple Hotel or shop-owners, who have to make up their menus several days in advance, are, in this way, at a disadvantage.

On the other hand, the small Restaurants, of Soho, for example, are able to make up their menus in the morning. They sometimes employ co-operative buying.

For most markets you must get up very early in more senses than one, but in the flower market you can often do better later on in the day.

There is no advantage in disguising the fact that there is much victimisation at our large London and provincial markets; and if anyone requires his wits about him, it is the buyer in such places.

He will soon find that sharp practice and unscrupulous dealing abound.

Swindling assumes various forms. For instance, take vegetables or fruit, such as apples, oranges, etc. A certain sum is charged by the dealers for the bag, but unless the purchaser is careful to see that the dealer's name is on the bags, the dealer will disclaim ownership of the latter when it comes to refunding the amount charged.

It is not uncommon for the buyer to find that the goods are not equal to the sample by which they are purchased.

If buying at any other place than London markets, the goods have to be up to sample, but in these markets the purchaser has to take the dealer's word.

Grading of goods is very badly attended to in English, as compared with Continental markets.

Pork.—Pig that comes to the table at five or six weeks old is called "sucking pig," and at six to eight months it comes on the market as pork.

At a year or more it is used for bacon and hams. Both pork and bacon meat vary very greatly in quality. Breed and feeding largely account for this.

Dairy-fed pork is supposed to be the best, but it has now become as much of a trade name as "Aylesbury Butter" (which comes, mainly, from the Antipodes) or "Surrey Fowl."

The method of cutting up the pig, like that of every other animal, varies greatly in different countries and districts.

In England, the main joints are the leg, loin, neck, or foreloin, the belly or spring, and the hand; and, internally, the heart, liver, and chitterlings; the latter are the small intestines cleaned and prepared for cooking.

In pork the leg is the most economical of all joints of meat, being very solid, but pork is not universally popular, or wholesome, as a regular article of diet.

In bacon, the side or gammon consists of the whole outside with the exception of the head. If the leg is removed, the remainder is called the flitch.

There are numerous subdivisions, as, for instance, the "chine," which is often reserved for pickling in its green state.

The parts which are removed are the griskin, the spare-rib, and the bladebone. These are used for sausages and pork-pies.

How to choose Pork.—If the lean easily yields to a squeeze, it is of good quality. The colour should be pale, and the rind thin and delicate.

Freshness is shown by the transparency and freedom from any green taint or unwholesome smell.

Measly pork is recognisable by the fat containing enlarged glands called "kernels" in the trade, and by the lean yielding little specks of matter on pressure.

The quality of *Bacon* depends largely, also, upon its curing. Wiltshire and Yorkshire have a great reputation. Irish varies greatly, but, as a rule, is coarser and inferior. It is largely sent here roughly salted, and is dried and smoked when it arrives.

Green hams and bacon lose about one-twelfth of their weight by drying, and about 20 to 25 per cent. is lost in cutting.

It pays the careful Innkeeper, who has the knowledge and accommodation, to cure his own hams and bacon.

The best parts of the flitch are towards the middle, and these often fetch higher prices than the hams.

Ox-tongues, so called, are sold by all provision dealers, and are sometimes genuine, and sometimes really the tongues of horses.

Salt Beef and Pickled Pork are sold by butchers. The meat loses nothing by the process, which merely consists of immersing it in brine, made by dissolving salt in water.

It is a useful process to adopt when you have more meat than you can dispose of.

The choice of Bacon.—Bacon is tested, in the Trade, by the smell. A long thin iron skewer is thrust into the meat,

close to the bone. Most people, however, have to wait until they taste the bacon, but they can form a good judgment by using their eyes and their experience.

Sausages.—Almost anything goes to make some sausages, and even so-called “pork” sausages are often not very satisfactory. It will pay you to find out the best local sausages, and, if you can, of what ingredients they are mostly made. Cheap sausages will consist almost entirely of bread, even when they are called pork sausages.

A great deal also depends upon the seasoning.

Chilled Meat.—Chilled meat is more economical than the home-grown, and is more profitable. Even if the Hotel is a large one, it is seldom better to buy a whole carcase. There is more in the two legs than in the whole carcase, provided it is cut in Hotel fashion.

Steaks and chops may be served more economically by cutting off the rough ends, which are rarely eaten, and could be converted into profitable dishes. Money may sometimes be saved by buying a whole sheep, instead of special cuts, as plenty of staff meat may be thus obtained, but a great deal depends on the cleverness of the chef or cook, and upon the nature of your trade. The shoulder can be served as an entrée, and in various ways, while the neck and briskets make nice stews.

Calf's liver makes a delicious dish, but there is such a demand for it that some butchers soak bullock's liver in water for twenty-four hours, and then sell it as calf's.

Soaking reduces the high colour, and brings it nearer the light brown shade of calf's liver.

Other methods of swindling, besides those already mentioned, are by giving short weight, putting an excessive amount of straw or dirt at the bottom of the receptacle, or by substitution of a cheaper quality for the joint chosen.

All the meat in the market has peculiarities in dressing, and each county has its distinguishing marks. They are soon learnt by experience.

In the case of beef, one, two, or three cuts on the leg indicates the county of origin.

It might be misleading to indicate the best breeds of cattle and sheep, as the grades vary so greatly, and the age and feeding are all-important factors.

The refrigerated beef from America is better matured

than Australian, and sometimes the latter is delivered in mistake for the former.

As the difference in the market price between these two kinds of beef is very appreciable, the butcher is well paid for his misrepresentation, but from the buyer's standpoint it is a swindle.

In buying meat, the following observations are relevant, and must be borne in mind :

- (1) The quality of the animal.
- (2) The neighbourhood where it is sold.
- (3) The joint, as valued by the quality of the meat.
- (4) The joint, as valued by the absence of bone.

The following is an analysis of an Ox, Sheep, Pig and Calf, and shows the different cuts customary in France, also the value of the different cuts, and the way in which each may be cooked.

The French mode of cutting up is different from the English, but not so different as to affect the value of the following analysis, which has been supplied by the French Government.

The beast is divided into three categories, denoting the quality of the meat in grades.

The weight of the live beast is more than the dead or net weight.

The average product of good beef is 60 per cent. The age of the animal is indicated by the ridges, or furrows, on the horns—one for each year, except those at the point, which count three years (five furrows represent seven years). In France, these marks may be undecipherable, owing to being worn away by the yoke.

The following are the different cuts of beef and methods of cooking them :

Forequarters.

Fore-rib	.	.	.	roast
Brisket	.	.	.	stewed, salted, or boiled.
Mid-rib	.	.	.	roast.
Chuck	.	.	.	boiled, or for stock-pot.
Shin	.	.	.	soups, gravy, or stewed.
Clod	.	.	.	stewed, beef-tea.

Hindquarters.

Leg	soups or stewed.
Topside	roasted.
Thick flank	pease-pudding, roast, or salt.
Silver-side	boiled.
Aitchbone	roast, fresh, or salted and boiled.
Rump	steak, boiled or grilled.
Thin flank	(fat) stewed, salted, or boiled.
Sirloin	roasted.

The following are the categories, in order of value :

Meat of Category I.

Rump Steak.

Meat of Category II.

Shoulder. Brisket. Rump. Ribs.

Meat of Category III.

Breast.

Sheep (Mutton).—The meat of adult mutton is red. The product is 50 per cent.

Shoulder	baked or roasted.
Breast	baked or stewed.
Leg	roasted, baked, or boiled.
Neck	for stews, boiled.
Saddle	roasted, baked, or braised.
Loin, thick end	roasted or baked.
Loin, chump end	stewed, roasted, or baked.
Head	boiled or broth.
Shank	soup or broth.
Trotters	broth.

Pigs (Pork).—Pink meat—limbs redder. The product is 75 per cent.

Calf (Veal).—Veal of six weeks is pink. The product is 50 per cent.

Neck	roasted or stewed.
Shoulder	roasted.
Fillet	roasted.
Loin, best end	roasted.
Loin, chump end	roasted.

The following tables may be useful as showing the approximate proportion of bone in various joints :

BEEF.

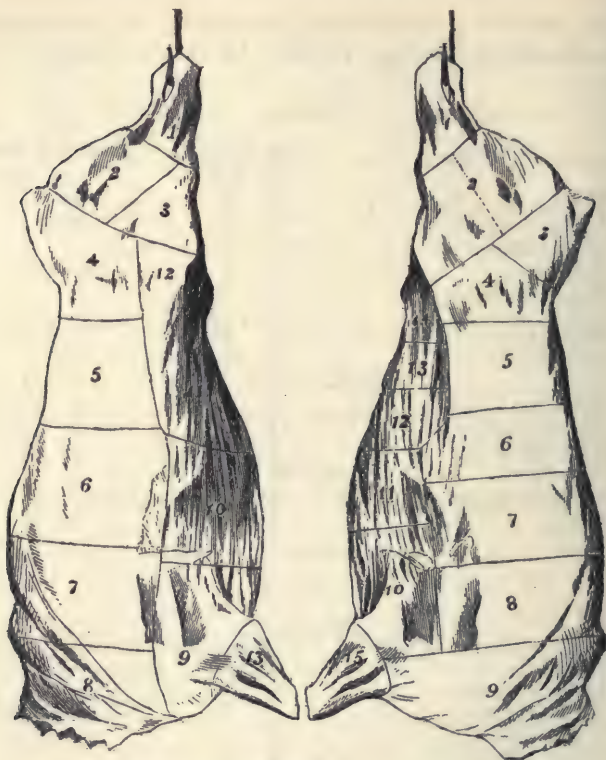
<i>Joint</i>	<i>Gross Weight.</i>		<i>Weight of Bone.</i>	
	lbs.	ozs.	lbs.	ozs.
Sirloin	13	6	1	9
Rump	18	7	4	
Aitch-bone	10	6	1	6
Round	18	4	1	12
Mouse buttock	3	$\frac{1}{2}$		
Veiny piece	7	$\frac{1}{2}$		
Thick flank	11	4	1	7
Thin flank	8	12		
Leg	12	6	3	5
Ribs (best end)	14	8	1	15
Ribs (middle)	12	2	2	3
Ribs (chuck)	8	6	1	12
Shoulder	10	6	2	
Sticking-piece	8	4		11
Shin	9	6	2	6

MUTTON.

Leg	8	6	14	
Loin, best end	5	7	9	
Ditto, chump	4	3	$7\frac{1}{2}$	
Neck, best end	6		8	
Ditto, scrag end	4	6	7	
Shoulder	7	4	1	
Breast	5	3	12	

VEAL.

	lbs.	ozs.	lbs.	ozs.
Leg	19	4	3	$\frac{1}{2}$
Fillet	11			
Neck, best end	9		1	
Ditto, scrag end	5	4		$10\frac{1}{2}$
Loin, best end	5	6		13
Loin, clump	4	12	1	4
Shoulder	11	4	1	11



KEY I.

Prime Cuts. London.

- | | |
|--|----------------------------|
| 1. Leg. | 11. Brisket. |
| 2. Round (a) silverside.
(b) mouse buttock. | 12. Flank, thick. |
| 3. Aitchbone. | 13. „ thin. |
| 4. Rump. | 14. Veiny piece. |
| 5. Sirloin. | 15. Shin. |
| 6. Ribs, top. | 16. Cow-heel. ¹ |
| 7. „ middle. | 17. Tongue. |
| 8. „ chuck. | 18. Cheek. |
| 9. Clod or sticking-piece. | 19. Tail. |
| 10. Shoulder. | 20. Heart. |

KEY II.

Country (Midlands).—In this figure the round is divided obliquely into two joints.

The Rump includes the Aitchbone. The Sirloin is larger. No. 7 is sometimes called the Chine. The Shoulder is cut larger.

¹ Nos. 16–20 are not illustrated.

It is more economical to buy the best English or foreign meat, because it turns out greater bulk and weight, when dressed, than inferior joints which cost less.

Well-bred animals show a larger proportion of flesh to bone, as a rule, and their fat is good and solid, and not watery blubber, while the lean contains plenty of fibrine.

In an ordinary middle-class household, the average consumption of meat is about three-quarters of a pound per head per day, and this is rather below the quantity that may be reckoned for in a small Hotel or Inn.

Where the fare is more elaborate, and there are more made-up courses, the quantity would be less. I do not include bacon, fowls, or game in my calculations.

Old, hard beef feels elastic when pressed by the finger, while young and tender meat gives way, and retains the impress of the finger after it is removed.

Beef, when first cut through, should present a bluish-red colour, which should rapidly become almost crimson red on exposure to the air. The grain should be smooth, fine, and transparent-looking, with a mixture of fat in the ribs, sirloin, and rump.

The fat should be firm and white.

Bull-beef is usually darker and bluer than that of the ox or cow, and, when the animal is more than two years old, its flesh is unfit for ordinary kitchen use.

In mutton, the leg and loin are the dearest, and the neck, breast, and shoulder the cheapest, but, of these, the leg is probably the most economical, being nearly all solid meat.

The loin has a good proportion of bone, and a piece of the flank, comparatively worthless as meat.

In the shoulder there is a still larger quantity of bone, and the lean is coarser. The loin is best for chops. The fat ought to be taken off before dressing, and it is superior to suet for puddings.

The meat of sheep is not so good in the autumn as at other times of the year.

Lamb should be bought fresh, and the vein of the forequarter is the best test of this. It should be blue, without any tinge of green.

In the hindquarter, the kidney fat turns slightly green when not fresh, and exudes a slight smell.

The knuckle, too, should be stiff, and show no limpness, and the eyes should be bright and full.

Lamb's Head makes an excellent stew; and the liver, lights, and heart can all be mixed.

In veal, the leg is the most economical joint. Its meat is all solid. The shoulder is cheaper, and fairly economical. The breast stews or boils, and is useful for made-up dishes.

Veal, like lamb, should be quite fresh.

You can tell this by the blue or red colour of the veins inside the shoulder. The flesh should be dry, and not flabby, and the kidney-fat free from smell.

Calves' sweetbreads are attached to the brisket, and the heart, liver, and kidneys—the last of which are attached to the loin—are all valuable.

In advice of the kind we have embarked upon, it is necessary to limit strictly the area of discussion. If we have dwelt at rather great length on the subject of meat, it is because in the buying and subsequent use of meat waste is most generally apparent, and economies can, perhaps, best be effected.

HOW TO CHOOSE POULTRY AND GAME

Turkey Cock.—If young, it has a smooth black leg with a short spur. If fresh, the eyes are full and bright, and the feet supple and moist. If stale, the eyes will be sunk and the feet dry.

Hen Turkey.—The same rules apply, but, if old, her legs will be red and rough.

It is a common trick to cut or pare the spurs.

Pullets are best just before they begin to lay, and yet are full of eggs.

Old Hens.—The comb and legs are rough, if young they will be smooth.

A good *Capon* has a thick belly and a large rump, there is a particular fat at his breast, and the comb is very pale.

Geese.—The bill and feet of a young one will be yellow, with few hairs.

If old they will be red; if fresh the feet will be pliable; if stale, dry and stiff.

Geese are called "green" till four months old, and

should be scalded. Stubble geese should be picked dry.

Ducks should be chosen by their supple feet, and the breast and belly should be hard and thick. A tame duck has thicker feet than a wild one, and the feet are yellow and larger.

Both kinds should be picked dry.

Ducklings should be scalded.

Pigeons should be very fresh. Do not be deceived about their size by a full "crop."

Plovers keep sweet longer, and all three kinds are good.

Hares.—If fresh, the body will be stiff and the flesh pale, but when old, the claws will be blunt and rugged, the ears dry and tough, and the haunch thick.

Pheasants and Partridges.—A young partridge is dark in colour generally, but not always, and the legs yellowish, if stale, the vent greenish.

Pheasants when old have long, sharp spurs.

Grouse.—If held by the lower beak, it will break if a young bird.

In dressing poultry of all sorts it should be fully picked, and be careful in drawing not to break the gall-bag, or the flesh will be rendered bitter.

Eggs bought from shops are mostly imported, and come from a great variety of countries. They are sold under the designations of "new-laid," "fresh," and as "eggs." They are also sold dried and in the liquid state as patent preparations. In such cases they should only be used for cake-making, etc., and never for scrambled eggs, etc.

A contract for supplies from a reliable country source is advisable.

A new-laid egg can generally be detected by the bloom on the shell, but if packed in bran, the bloom may persist for several weeks.

The reputation of the dealer is the best safeguard. If new-laid eggs are unprocurable at any given time, avoid serving boiled eggs during that period.

Game.—It is well worth your while to watch for a plentiful supply or glut of any particular game, which makes a welcome change from the eternal round of butcher's meat. Rabbits, especially rabbits in pies, are not to be despised, nor are hares.

Rabbit cream, when well made, is hard to differentiate from cream of chicken.

Ducks are not economical, but a pleasant change from fowls, which, in French, have at least the advantage of a great variety of names. We are not, perhaps, now behind-hand *in description*.

Cheeses are now procurable in great variety, and there is an increasing demand for the large family of cream cheeses.

Unless the buyer has a good knowledge of cheese and cheesemaking, he will do well to buy his cheese ready for the table; for it is difficult to tell how some cheeses will turn out on ripening, *e.g.* Stilton.

A proprietor should stock only cheese of first-rate quality of its kind, and where the trade warrants it, should have a small quantity of several kinds, making a speciality, if possible, of a particular kind.

Here are a few hints for the selection of cheese.

A long, semi-cylindrical scoop is thrust into the cheese, which scoop brings out a long plug of the cheese, the end of which is used for tasting. The remainder is afterwards thrust back into the cheese.

Good judges can form an opinion from the smell, and by the use of a hot iron.

If the buyer has a good knowledge, he can buy a sufficient stock of some cheeses for any period up to a year.

It can be kept in a dry cool cellar, with the part of the cheese from which the cut is made covered over with buttered paper, then wrapped up in thick brown paper, and protected from mice, etc., by an inverted earthen pan.

Or it can be left to be conditioned, on the premises of the seller until required. A reliable firm will take this responsibility.

Cheese.—A Stilton cheese should always be “ironed,” that is, you must insert a taster to sample it. It is made chiefly in the Midlands.

Cheddar of the finest quality will last two years, if well made and perfectly clean, but it requires a good deal of attention after the first six months. Cool, not cold dry air is essential, and the cheese must be turned frequently. Dampness is fatal. To ripen a cheese a warm temperature is necessary.

If you buy a battery, it is generally best to let the seller keep these cheeses in condition for you.

Fish.—I recommend you to steer clear of tinned or frozen salmon, except perhaps for a mayonnaise. If you cannot afford Scotch salmon, buy a cheaper kind of fish.

Halibut is a satisfactory fish. Choose a fish between six and ten pounds. Beyond that weight these fish tend to hardness and roughness.

Cod is sold as "live cod" which has the liver in it, as "sound cod" which has the sounds in it, and "Newfoundland cod."

Of Herrings, the Dutch are the largest and most oily.

The Sole is the premier white fish. A Dover sole should weigh between eight and twelve ounces. If larger it has a tendency to be coarse. The Lemon sole is not so good.

If the Skate is bought, it should be sold cut in pieces, crimped, and rolled up, with some liver. It is much used in France.

Lobsters are best at from four to six pounds. The hen lobster is superior to the cock, having finer and firmer meat, and her eggs form a useful garnish. When lobsters are stale the tail hangs limp, when fresh it springs if pulled back.

The blacker the lobster, the more alive it is, and when boiled is of a much firmer substance.

Crabs and lobsters are in season from May until September.

Among Plaice the best are the Dowen plaice, and they should not weigh more than eight pounds.

There are many species of turbot—the best are from the Dogger Bank, Norway, and Devonshire: buy only fish not exceeding eight pounds in weight.

Whiting, when in season, are an excellent fish, moderate in price and delicate in flavour.

Vegetables.—The finest *tomatoes* are those of a perfectly round shape, without any wrinkles, and of a medium size.

Potatoes.—Arran Chief are perhaps the best for catering and are round. The King Edward too are excellent.

Green Peas.—Probably the two best varieties are Laxton, followed later in the season by the Duke of Albany.

FRUIT

Apples.—English Bramleys, Newton Wonders, and Lane's Prince Albert are the three best cookers.

There is now one standard barrel for American and

Canadian, namely, between 120 and 130 lbs. The two best cookers from Canada and Nova Scotia are the Northern Spy and Greenings.

Oranges.—During December, January, February, March, April, May, June, the Denia is the Orange that is imported; it is of medium size, and very high quality. The Jaffa comes in April, May, and June, followed by the African and Australian Navel in July, August, September, and October. This Orange is of good quality, but it is not quite so delicate as the Denia. During October, November, and December we have the Jamaica.

Coffee.—Never buy coffee except in the bean, and see that it is freshly roasted and ground by a mill in your house. Do not buy more than sufficient to last a fortnight.

Coffee should be ground immediately before use, and should not be exposed to the air, but stored in air-tight tins.

I advise you to get your coffee, which, like tea, should be a blend, from a coffee specialist, but there is even more in the making than in the materials. I consider that a blend of Mocha and Mysore is a very satisfactory one. Mocha is, of course, only a trade name, as very little real Mocha comes west of Suez.

Bacon should be toasted in front of a fire, if practicable. Where the requirements are large, your cook will generally place it in trays, and pass it through a well-heated oven.

Lard is generally composed of the back fats, but really the flare, or inside fat, is the only suitable fat for good lard. Pastry-cooks will notice an astonishing difference in results if the latter is used.

Butter.—The most famous fresh butter for catering is the Isigny from Brittany, but there are English butters quite as good, if not better. The imported butter is, however, more plentiful.

If imported butter is used, a reliable brand should be bought, and bear in mind that the exporters ship several grades.

Make sure that you get what you order. This you can do by seeing the box.

Of salt butters, Irish, when in season, is as good as any, but the supply does not come till May, and lasts only

a few months. Danish is procurable all the year round, and is good enough for anyone.

Best brands of Australian and Siberian butter are also very good, and full of flavour.

Miscellaneous Stores.—Do not over-buy, but buy the best as a rule. It is cheapest in the long run, and your best advertisement. People will come along and try to induce you to buy a quantity of untried goods, by offering them at an attractive price. Be chary of purchasing these. You run a great risk if you do buy, both of over-buying and spoiling your reputation. Beware particularly of over-buying, or buying cheap unknown brands of tinned soft fruits such as apricots. Sometimes they are mere “mush” sometimes tough.

Avoid buying cheap *jams* and marmalade. It is in small items of this kind that you will gain or add to your reputation. As a rule, pulp jams are unsuitable for a good class trade in a coffee-room. Get whole fruit.

A word on adulteration of food must be said, for it is a real evil of the present day, largely caused by the habit of making up food into packets.

I remember a remark of my brother during the War while in Palestine, when he said: “This is a land flowing with milk and honey, only both of them are tinned.”

Synthetic foods were common in Athens in Pericles' time, and the Americans and Huns have developed the business, and have thereby added to our C3 population.

Avoid patent foods therefore, if you can, in everyday use.

There is one quality in connection with our Trade, affecting the subject of buying in particular, which is apt to be overlooked by you as proprietor. It is a form of kindliness, which the festive spirit of Christmas seems to develop. Everyone, who is anyone, shares in it, except the proprietor, who has it all the year round in the shape of discounts.

It is very generous of local tradesmen to remember your employees in this way, and one must give them full credit for their good intentions, since the good deeds are done in secret, and are by no means confined to Christmas. Yet proprietors sometimes consider that, as the recipients were no parties to the sales, which are the mainspring of the generosity, except as their agents, the gifts would be

more appropriately transferred to them, by way of extra discounts !

The law takes the same view, somewhat grudgingly, it is true, because, before any prosecution can be commenced for giving or receiving any commission, the fiat (that is, the permission) of the Attorney-General has to be obtained.

The Americans, who are credited with great generosity in this respect, have little to teach local, and nothing to tell London Traders on this subject. They call it by a peculiarly expressive, botanical name !

We now turn to another section of the subject.

THE BUYING OF EXCISABLE GOODS.

Malt Liquors.—The usual kinds of malt liquors in bulk are :

Black Beers	{	Treble Stout.
		Double Stout.
		Stout, or Porter.
Beers	{	Strong Ale.
		Burton.
		Bitter.
		Light Bitter.
		Mild, 1st Quality.
		2nd „
		Lager, Light.
		„ Dark.

Some beers, and Lagers,¹ are carbonated, and others are produced and retailed in their natural condition.

Some are drawn from the barrel by suction, others by force, by the agency of gas in cylinders.

The price of bulk Malt liquors depends upon whether the house is “free,” or “tied.”

In the latter case the beers are charged out net, or at a discount of 5 per cent.

“Free” prices vary considerably, according to the discounts allowed by different Brewers.

The number of proprietary bottled beers is legion, and so is their quality.

The return of empty bottles and cases is of first-rate importance.

¹ Carbonization is not essential in the brewing of Lager Beer. All first-class Lagers are matured for at least three months in glass-lined steel tanks, at freezing point. All draught Lager must be delivered to the Bar under pressure.

Almost every house stocks Bass, Worthington, and Guinness. Whitbread's and Watney's Stout and Ale, which are of a lower gravity and price, are also popular. Pints and half-pints are the most usual sizes. There are very many other excellent brands on the market. I mention these as typical instances of natural conditioned (Whitbread's) and carbonated (Watney's) Ales.

All these and other Brewers have either their own Branches or other Agencies or Bottlers in various centres throughout the country, and some also on the Continent.

Buying of beers needs little comment, as most houses are tied in this respect. Bottled beers should, as a rule, be consumed within eight or ten weeks of delivery. Bass, Worthington, and Guinness need five or six weeks for conditioning, after being bottled. Whitbread's beers are bottled only by themselves, and should be kept for a week before consumption.

In ordering beer, as we have stated elsewhere, it is important to look ahead.

Ascertain, too, from the Brewers the ideal time within which their various classes of beers should be consumed, and how long they will normally keep good.

London mild or stout should be consumed as soon as possible after it has had time to settle and condition. Bottled stout in summer time is especially lively if kept long.

It is no longer necessary to purchase Lager Beer abroad. Barclay's and other British Brewers have solved the problem of its manufacture.

The different marks on the barrels, such as X and multiples of X, or K, or KK, and so on, are merely for purposes of identification, just as a * is of brandy.

As a rule, XXX indicates bitter ale, and XX mild, while a cheap, or harvest mild, is often indicated by a single X, just as *** indicates a good brandy, * not so good, or, at least, not so mature.

In beer, XXXX indicates, generally, a strong or Burton beer, which requires more vigilance in the bar, when it is served, as it has a high gravity.

The main call for it is in the winter, when it is much appreciated, though the present high price makes it an expensive drink.

Cider has of late years become a very favourite drink, owing to the high price of other liquors.

Nearly all the ciders produced rank as alcoholics, but a few worth drinking have been de-alcoholised.

In the West Country cider is as much a staple drink as beer.

There are many varieties of cider, and it is obtainable in cask and in bottle.

In cask, firkins are the most usual size, and it is best kept on the bar counter.

There are many excellent ciders from Norfolk, Devonshire, Herefordshire, Worcestershire, and elsewhere.

Some of the great beer-bottling firms provide excellent bottled cider.

Some ciders are very dry. The majority of people prefer them moderately sweet.

In bottle it has good keeping qualities.

Wines.

"Oh, thou invisible spirit of wine, if thou hast no name to be known by, let us call thee devil."

This is a very large subject, but it is unnecessary to go into it at great length here, for there are many publications on the subject.

People who buy wine, especially when it is bought with a view to laying down, should include in the cost all expenses of bottling (if any), and interest on capital, as well as rent (if any) of cellars, before arriving at the selling price.

Therefore no very large profit is to be expected—40 down to 25 per cent. would be a fair average rate. It is more difficult to purchase good wine than before the War.

Good Sauternes and Graves are in fair demand. Claret is not so popular, thanks to the difficulty of obtaining a good wine at a moderate price, and many will agree with the wit who, on being asked what Claret he liked best, replied: "Other people's!"

Chianti has a small sale, but does not keep all its quantities on export, and Vermouth has grown very much in popularity since the War, owing to liberal advertisement. It is used much for mixed drinks. Try to find a good Vin ordinaire Claret, and sell at a low rate of profit. If your wine trade warrants it, bottle it yourself with a bottling machine. Apart from this, go in for a small assortment of wines, and have

other Clarets château-bottled. Burgundy is almost the most popular of all red wines, with the exception of Port. In the case of Port and Claret, choose really good vintages.

You require a really good Cognac Brandy, either old vintage or of vintage character.

*** varieties are not good enough for a Liqueur Brandy, which is hard to obtain.

Port wine is now very popular, and you should purchase from the great Port Wine Houses. In all these things your merchant will advise you, or, if your purchases are large enough, your shipper.

Be chary about laying in stocks of old vintage Ports. Rather go in for sound old wine in cask, for Port by the glass is very popular nowadays, and this saves all the trouble and risk of bottling. It is quickly served, and saves all expense.

Both kinds—tawny and ruby—should be kept, and the latter should be a heavy wine, with plenty of body and strength.

See, too, that your Burgundies and Clarets have as much body as possible; for a wine without body has nothing to mature.

Sherry, as a wine drunk by itself, is not very popular, as so much of the pale kind in the market is poor stuff.

Williams and Humbert, or Gonzalez Byass & Co., have some really fine old brown Sherry, in cask, of rather a Madeira character.

If you stock this, your Sherry sales should increase.

Sherry is used as an appetiser with bitters, and in mixed drinks and “cups.”

Madeira and genuine Marsala are both popular.

Champagne should be bought in small parcels, unless you have a high-class banqueting business.

What you have should be of the best, and not cheap or unknown brands.

Utilise wines not much in demand in “cup,” when you have the opportunity.

Sparkling wines are rather popular with some kinds of ladies, but they are rather sweet, as a rule, and should be stocked sparingly.

The kings of white wines are the Hocks and Moselles of Germany. There are many spurious brands and, if you want the best, buy only those shipped by the

best firms, such as Deinhard's. You should have a good selection of these. They are not approached by the products of anywhere else in the world.

Australian wines, which have their merits, should be in a list by themselves.

In drawing up your Wine List for the printer, include only those of which you have, or can command, a large stock.

Do not overburden it with names. A long list only bewilders the average customer.

Let everything you have be first-rate of its kind, and then the selection need only be small. Nothing looks worse than to have to tell a guest that the wine he selects is exhausted, except altered or erased brands on a Wine List.

Do not spend money on elaborate lists, and if you succumb to the temptation of having the Wine List printed, gratis, by a proprietor who wishes to popularise a brand, see that it is a good one, and have it neatly printed, and the commodity you are advertising not unduly prominent.

Cocktails and Aperitives came into vogue when the prices of ordinary liquors were controlled, and very likely they have come to stay.

In the West End, and some provincial towns, it is worth while running an American Bar, but, in the ordinary way, you can easily learn how to mix a few of the well-known cocktails, and even invent a speciality of your own, if your talents lie in that direction. A cocktail often largely depends upon the free supply of ice and correct shaking.

Spirit Buying.—Much can be said about this, but we must content ourselves with advising you to be very particular to buy first-class tap whisky and only first-rate proprietary brands, for there is much poisonous rubbish on the market.

Rum should be real Jamaica.

Never buy Scotch or Irish whisky that has never seen either country.

I do not advise you to try your hand at blending; it is a difficult art.

As you are probably aware, all the proprietary brands of Scotch and Irish are a blend of pot and patent still

whisky. You will go far before you get a better brand than Mackie's "White Horse" of Scotch, and Power's or J. Jameson's Irish.

In the case of Liqueurs, there is a great deal of cheap rubbish on the market. My advice is to leave the cheap brands alone, and stock either the best or none. People who drink liqueurs want them good.

Schnapps and Hollands should also be of the best.

CIGARS, CIGARETTES, AND TOBACCOS.

Stock three kinds of Cigars.—Havana; and by this I mean real Havanas of the Vuelta Abajos field, which is the small choice area where the best Havana cigar-leaf grows in its tobacco state.

Indians like the Flor de Dindigul, and Borneos, which are excellent as a light cheap smoke, and for out-doors, are worth stocking.

With regard to Havanas, or Habanas, as they are called, if your cigar trade is small, you must get boxes of twenty-five or fifty only, but, if large, I strongly advise you to buy in half cabinets or cabinets, and to take great trouble over the selection. In either case I recommend you to buy from a wholesale dealer, in London, or some large town, and not locally, though you may do so for all your Imperial Tobacco Company's goods.

Cigars are light or dark in colour, and of these, you will sell ten claro or light to one dark. You will probably sell a like proportion of mild-flavoured cigars to full or strong ones. Take care that the leaf is not broken, and that the outer leaf is smooth. The shape is a matter of comparative indifference.

If you make a purchase of cigars larger than you require for immediate use—and this may be a good investment, if you can secure a really good parcel at the right price—let the seller condition them for you.

You will be guided by your means of selling them in choosing what priced cigars you will stock, remembering that most people who buy Havanas like good ones.

Makers of British-made cigars said to be made from Cuban leaf are not allowed to use the word Habana on the box.

Sell cigars at shop prices. Don't look for more than 25 to 35 per cent. gross profit.

Of Cigarettes you must stock the Imperial Tobacco Company's brands, and, by joining the Bonus Scheme, secure a nice little extra discount if you run a tobacco shop, as you well may do. Don't look for a big gross profit, but go for turnover.

For the high-class Cigarette trade buy from the people who make for clubs, such as J. J. Freeman or Lewis, or the best Balkan Sobranje in tin boxes.

If your house lends itself to a big cigar and tobacco sale, develop it for all it is worth. Like every other side-line, it requires a great deal of studying, and the study is alluring and interesting, especially to the smoker.

There are many who agree with Charles Lamb, who said: "For thy sake Tobacco would I do anything but die."

Of tobacco you must stock the usual advertised brands, including John Cotton of Edinburgh, and Fribourg and Treyer.

Cigarettes are, in the main, either Virginia or Turkish. Egyptian Cigarettes are mostly of Turkish tobacco, and rolled in Alexandria or Cairo.

If you do not run a tobacco shop, at least have a good show, in big glass-fronted cases, well arranged.

In all buying, purchase to the profession of your Wine List, cigar tariff, and *à la carte* cards, and don't run out of stock.

In an Hotel it must never be a case of jam to-morrow, jam yesterday, but always jam to-day!

May I conclude this Chapter with a suggestion addressed particularly to some of the Colleges of our Universities, to Regimental Messes, and to Schools?

It is that they should lead the way in the reduction of the present unjustifiably high cost of living, by combining, wherever practicable, with a view to securing both in their corporate capacities, and for their individual members the important financial advantages that must accrue from an intelligently applied system of co-operative buying of staple commodities.

NOTE.—One of the traps laid for the unwary undergraduate by some retailers is a charge amounting to 10 per cent. or even 20 per cent. in excess of the full retail price to those who do not pay at the time of ordering, even when payment is only deferred for a few days.

CHAPTER VIII

THE HOUSE, ITS UPKEEP, PLANNING, EQUIPMENT AND STAFF

“Set thine house in order.”—Isaiah xxxviii.

It is a regrettable but undeniable fact, that millions of pounds have been wasted because the architectural profession, as a whole, has neglected to study the planning of Hotels, from the largest to the smallest, from the point of view of revenue.

How otherwise can one account for the amazingly inept results which in my experience I have come across, not in a few, but in over a hundred instances?

Upon the correct planning of a house depends the difference between profit and loss, and it frequently pays better to expend substantial sums upon remodelling, than to attempt to carry on a house in the condition which the architect devised.

For the principles that govern Hotel planning are as different from those associated with a private house, as those governing the planning of a tallow factory, and the ability to plan postulates a working knowledge of the intimate details of the business.

The whole blame for this state of things does not rest with the architects' profession, but is partly due to the fact that those who employ them are often equally ignorant of what is required.

The fact is that there is no natural affinity between Brewing and Hotelkeeping; the alliance is entirely “a marriage of convenience,” and the best remedy, in practice, is divorce.

There is an old adage which runs like this: “There be many men who can rule an Army; there be few men who can rule a Navy, but there be fewer still who can rule an Hotel.”

And assuredly you must combine the gifts of a general with the eye of a housemaid, if you are to achieve true success.

Fortunately, man is not dependent upon himself, as a rule, for the care of all departments, and the subject we

now treat of is, usually, one for the woman, and therefore all the more requires the attention of men.

Housekeeping, indeed, plays the part of an equal first among several co-equals in the Hotel world, and little less in the Licensed House, because the manner in which the house is kept gives the key to its clientèle, characteristics, and methods—more often, want of them!

It is a necessary corollary, or next in sequence to, planning and decoration.

We have not the space at our disposal to go at length into every part of a housekeeper's duties, but we shall refer to most of them, as a reminder.

Recollection of the story of Mr. Pickwick's passage with the middle-aged lady reminds me that all the rooms in your house, if it is an Hotel or Inn, should be numbered,¹ and that one of your first duties on taking over your house is to make what is called "an Entry," by filling in a form, supplied by the Excise Authorities, wherein you enumerate all the rooms in which you may desire to sell intoxicants, so that you would include any small room you may ever wish to use for a dinner-party, etc. If you effect an alteration you must make a "revised" Entry.

Another literary reminiscence, that of the adventure of the Innkeeper's wench with Sancho Panza, suggests that I should add the advice that, unless you provide candles in the bedrooms, some light should be left in the corridors of your Hotel at night, even if only a night-light.

Most large Hotels engage a Head Housekeeper, and as many sub-housekeepers, so called, as there are floors, and their duties are to superintend the chambermaids and housemaids. The distinction between these two is, that the former are responsible for the order of the rooms, and the latter for corridors, upstairs lavatories, and bath-rooms.

In a small Hotel, where the proprietor has a capable wife, trained and fit to control a staff, she will best do the housekeeping.

We exclude from housekeeping many of the things usual in private housekeeping, and include, generally, the care of the upper part of the house, and the general tidiness and attention to the lower part, excluding catering.

Now, if ever observation is necessary anywhere, it is

¹ The actual operation of sale is legally restricted to those portions of the licensed premises "entered" for the purpose.

in this subject, and if you have not the gift for tidiness, and some artistic sense, it is difficult to acquire.

You must see everywhere and everything, and see it at least every day, and some places, such as lavatories, much more often, and especially, sometimes, early and late. In our Trade, a straw shows how the wind blows, and if leakages are occurring, they are not always confined to below stairs, but are often attributable to guests, and occasionally to guests in collusion with staff.

In quite first-rate Hotels, lavatory brushes, soap, and any other handy and similar things are considered to be fair objects for theft.

I have known it to extend to blankets, and during the War, even super-hotels ceased to supply tea-spoons, coffee-spoons, and sugar-tongs, because of the quantities stolen. The ancient practice of taking up one's bed and walking has been extended, in the West, to the beds of other people.

In the house, you have ample means of economising, and you must, at intervals, take stock of the goods belonging to every department. You should even estimate the quarterly revenue arising from each room, and see if you can put it to more profitable uses.

In housekeeping, I include, so far as the proprietor is concerned, the upkeep of garden, outhouses, etc., the cleaning of all traps to drains, the careful attention to the roof, walls, and main timbers, eaves, etc., and immediate repair and renewal on the first sign of decay or accident.

A stitch in time truly saves nine.

Gas leakages are a frequent source of mischief and waste, and where gas is required only for kitchen and cellar use, I advise you to have the dead pipes removed; for the smell gives a bad tone to your house, and, moreover, should a leakage occur, it costs you a great deal of money.

Gas and Water Bills are among those to be watched, and so, too, are the meters, which should be read daily, in a large house, and noted; and weekly in a smaller one.

Remember to have your boilers scraped at least once in six months if the water is full of lime or chalk, and once a year if the water is soft. The cisterns should be cleaned at similar intervals.

Bursting pipes, due to thaw after frost, are a frequent source of loss and inconvenience.

Exposed pipes should be bound with straw during the summer, and water tanks protected so as to be ready for the winter.

When furniture requires repair, take it out of the room, and have it seen to promptly.

Every proprietor, if he has no resident carpenter, should learn carpentering, and how to paint and paper; by so doing, he can save hundreds, and so make hundreds of pounds a year, if his house is large.

It frequently pays to keep a resident handy-man for this job, but his time must be carefully checked, and his job too—otherwise it will not pay.

In cases of repair and renewal, consider, first, whether the thing is worth while repairing, or whether it must be renewed. For example: whether it is worth while to repair a ruined and useless outhouse.

One of the many subjects that come under this heading is the importance of personal attention, at intervals, to grease-traps, sinks, washers, ball-cocks, and soaks-away.

If you can get a small plumber's outfit, and learn how to solder a hole in a pipe, and joint it, you will save a great deal. Remember the following quatrain:

“ A Plumber came down like a wolf on the fold,
His pockets were laden with solder and gold;
For nine mortal hours he made love to the cook,
And nineteen and sixpence he put in his book.”

Perhaps it will be well that I should enumerate some of the items which require the Housekeeper's general care, for they all matter.

Cleanliness of cutlery, plate, silver, china, and linen, so far as the upstairs stock of each is concerned (if any), *e. g.* china, etc., for early morning tea, if it comes from the floor still-room, which is generally the chambermaid's or housemaid's room, requires strict attention.

The provision of doorstops—plain rubber, screwed in the floor, in the right position, and alteration of the treads of a new stair-carpet, after the first month or six weeks, and subsequently every three months, are small but important details.

All carpets should be changed round at least every six months, if the room is in constant use.

I advise you for this reason to have squares or rectangles, and never to have carpets made to fit a room,

because they are thereby more adaptable and the cleaning of corners is easier if there is a surround either of boards or plain linoleum. Avoid a large-patterned carpet in a bedroom, so as to allow of cutting and repairs.

Remember to have all curtains and blinds drawn at night—the curtains should be made to fit, and draw right across. In the morning, the curtains should be pulled, and pulled in the proper way, right back, and the blinds drawn fully up, to admit light. All windows should be opened from the top.

For an Hotel or Restaurant entrance revolving doors are invaluable. I have found none to equal those of T. B. Colman and Sons, of King Street, Brighton.

Ventilation and airing of rooms and bedding do not receive half enough attention in Hotels, especially those not in constant use.

Prevent draughts, as far as possible, but not by pasting up crevices with paper.

Screens are the best preventative, but the most frequent and irritating cause of draught is, when heating a lofty room or corridor, the omission to heat the air near the ceiling, which is forced down on your head, still cold, by the rising of the hot air.

The continual inspection of public rooms, bath-rooms, and lavatories, throughout the day and in the evening, and, particularly, the constant clearance of all ash-trays and match-stands of cigarette and cigar ends and used matches is necessary.

Music, torn and dishevelled, and daily papers are constant sources of untidiness ; cushions need shaking out, and used tea-things and glasses must never be allowed to remain. In the religion of an Hotelkeeper, Cleanliness should be allied to Temperance, Soberness, and Chastity.

I cannot sufficiently emphasise that all lavatories should be kept clean, tidy, and disinfected from early morning until last thing at night.

Unpleasant conditions may spoil the whole effect of your house.

Women proprietors should make at least an early morning inspection of all lavatories, to see that the person responsible for cleaning them is doing his job.

Sanitary paper should be placed in an enclosed box, and replenished daily, in smallish quantities. It is a frequent subject of theft.

It is useless to disinfect a lavatory without first cleaning it.

When the seats or pans get cracked or worn, purchase a new outfit; it is well worth while to you in goodwill, and of equal importance is the condition of your bath-rooms.

Never buy a painted or enamelled bath, but only the very best porcelain, enamelled, fired bath, not too big, or the consumption of water, and consequent fuel, will be too heavy. If space permits, fix your baths so that both sides are two feet from a wall.

Press-down spring taps for lavatory basins are best.

Don't let taps drip, but renew washers promptly.

Don't have water-closet and bath-room combined.

Don't let the chambermaids fill the hot-water cans from the bath taps, but only from the draw-off tap specially provided. Otherwise you chip and splash your bath.

Small towels should be kept in the lavatory, where an attendant is retained in the room. Roller towels are less handy to steal, and are an absolute necessity, but must be constantly changed; so, too, must the small towel in the water-closet (if used).

The provision of writing materials, blotting-paper and pens is important. These are common subjects of theft or removal as well as of complaint.

All writing-paper should be removed to the Control, or Manager's Office, at night, and replaced in small quantities throughout the day, at suitable intervals.

My view is, that notepaper should be charged for, as it invariably is abroad.

For the use of Commercial Travellers, large single sheets of paper are required, but large bundles of it will disappear if it is too freely available.

Abroad, paper and envelopes are delivered from automatic machines nowadays.

Clean blotting-paper is an important detail; so, too, are fresh nibs and clean penholders.

Take great care of the dispense stores, and all household requisites, and carefully check them as they are issued. The keys should be in the hands of a responsible person, if not of the proprietor.

Mend all linen as soon as it shows signs of wear before it goes to the laundry, and never throw any worn or damaged articles away. They can nearly always be made

into something, or put to some useful purpose, *e. g.* household cloths, rubbers, etc. The airing and marking of linen are of the utmost importance. Ink marking is unsuitable for Hotel laundry.

Where possible, mend all china ornaments, and never use chipped or worn goods.

Sell them, if saleable, or give or throw them away. It is useless to load yourself up with lumber.

If it is desired that your guests should emulate the habit of Mr. Jorrocks, who said, "Where I dines I sleeps, and where I sleeps I 'as breakfast," the proprietor or his wife should show guests to their rooms, as is done abroad, invariably.

If you send people upstairs, on arrival, with an inferior servant, it is quite likely that the room may not be ready, or is not vacant, and thus you make a bad impression from the start.

The proprietor should, also, give instructions to his staff that complaints and grievances must reach him. He should deal with them personally, and not send messages. His best ambassador is surely himself.

A wise word at the right time, good temper, an explanation, and, when necessary, an expression of regret, will often make a person forget a grievance, and rectify a bad impression. If a guest complains of an overcharge, or high charges, explain why the charge is high, by going through the items of cost with him : this is quite simple in the case of a dinner.

All panes of glass should immediately be replaced when damaged or broken, so also foul or broken globes. New burners must be installed where old ones are fouled or worn out.

Never use odd or coloured globes.

Protect carpets, etc., in bad weather, and against heavy traffic. Always see that your hearth mats, especially at the front entrance, are in good condition, and suitable for the purpose.

Supervise the carriage of luggage, and have a light trolley on each floor. They save many times their cost in preventing damage to paint and paper.

In cold or damp weather, or in cases where bedrooms have not been in recent use, bedroom fires should be lighted for visitors, even when not ordered, especially on the first evening.

Where bedrooms have not been in constant use, hot bottles should be placed in each bed once a week, and the room kept well aired, so that it may be ready for immediate use. When possible, a dust-sheet should be laid over the bedclothes. A bedspread is better still.

In the case of Hotels in towns, where the apartment business is of an "in and out" character, all bedroom doors should be provided with spring locks and keys, with a very large wooden or metal tally (too large to go into a pocket) attached.

In case of a theft, the proprietor may not be held liable, but if the key is returned to him, and loss occurs through the negligence of the Hotel staff, the proprietor is liable. The proprietor will have a pass key, and so, too, will the night porter.

Be careful not to allow a key put on the reception desk to remain there, but hang it up on the specially prepared key-board, on its proper peg, so that it can only be reached by your staff.

Beds.—A comfortable bed is the mainspring of satisfaction. A canvas sheet should be provided between the springs and mattress of all beds. Springs should be kept screwed up, and casters in good order. A box spring mattress obviates the necessity for this. Some Commercial Travellers like feather beds, but most people dislike them.

To protect the walls from rubbing by bedclothes, fix wooden blocks, where necessary, against the wall, on the bedroom floors.

In any Hotel dealing with a good class clientèle, and in every residential Hotel or Inn, hot water should be provided before dinner, and at bedtime, in the bedrooms, and when the guest is called in the morning. The chambermaid, having been admitted to the room, should pull up the blinds to the top and cover the hot-water can with a face towel.

It ought to be unnecessary to say that scales and weights are an absolute necessity to every house, however small, and all quantities and weights should be tested thereby. The scales will themselves want testing at times.

The care and arrangement of flowers, either growing in pots, cut with long stalks, or with the heads or petals floating in water, are important features.

Aspidistras or other gloomy plants should be tabooed.



[Photo: *Walshams, Ltd.*]

LOUNGE IN FIFTEENTH-CENTURY INN

Flowering and golden-leaved plants are far preferable. Every opportunity should be taken to put them out of doors when the weather is suitable.

Large-leaved plants, such as palms, require air and light, and the leaves should be individually washed.

Appropriate paper should be placed in all chests of drawers, pedestals, drawers of wardrobes, and on shelves, and wardrobes should be furnished with coat-hangers, and lined to keep dresses clean.

All lounges and public rooms should be in order before breakfast, and should again be tidied before tea, and again before dinner, while the guests are dressing.

All beds should be made before 11.30 a.m., and all bedroom china properly washed, especially soap-bowls.

In all except Commercial Hotels, a new but small one or two-ounce cake of soap should be placed for new visitors.

Bath-rooms should be tidied up after each bather, and no utensils kept in the bath-room except those necessary for bathing; among these are a cork mat and bath-tray.

Bedrooms are better without any mantelshelf, since they frequently get burned by cigarettes. An ash-tray should be placed in each bedroom, and must be kept clean.

Nothing makes a greater impression, on entering an Inn or small Hotel, than the condition of the floor covering—particularly the linoleum. It is a great mistake to wash either linoleum or cork carpet with water.

Water should only be used at long intervals, or when the floor is in a desperately dirty condition.

Ronuk or paraffin oil is the best lubricant, and the floors should be shiny, not dull.

It may take two months to get a face on cork carpet, which marks terribly at first, but when once the pores are filled with oil, the result will repay your early efforts. New cork carpet washed with a little milk quickly gives a good surface for polishing.

House Cleaning.—People who are accustomed to living in private houses look upon house-cleaning as a formidable undertaking; how much more so is it in an Hotel, which is always open?

Difficulties vary in different houses; thus, in a residential or seasonal house there is no great difficulty, but in a busy town, with an Hotel of "in and out" trade, it is another matter.

Your object should be to turn out your house without turning out patrons.

If a floor, or section of a floor, is to be cleaned, it should be partitioned off in some way.

The great thing, is not to disturb guests who occupy the rooms underneath by working early in the morning.

The house must be kept tidy, and furniture turned out of rooms should be neatly arranged along the walls. For removal purposes, good wide strong casters, or "domes of silence," are invaluable.

If the furniture is not removed, it should be brought to the middle of the room and covered with dust sheets.

Not too many rooms should be tackled at once, particularly public rooms, and, in the latter case, a notice should guide visitors to the room to be temporarily substituted for the public room which is out of use.

In a "season" house, which is opened in time for a rush trade in, say, July or August, the heads of Departments should be got in well beforehand, to ensure smoothness of running and good cleaning.

Go through the house with an architect or builder well before the season, and note on paper, in two columns, what is required—one, what is urgent; two, what is desirable—and allow a margin of time for delays, especially if the work involves sub-contracting.

Begin with the top floor if time and work permit.

Thoroughly wash all the furniture, using soft flannels and warm water, with a small amount of soap, and remove all marks and stains.

Take down all bedsteads, wash every piece and dry and polish before re-erecting it.

The following makes a good furniture polish :

Butter of antimony, $\frac{1}{2}$ ounce.

Vinegar, 1 ounce.

Spirits of Wine, 1 ounce.

Linseed Oil, $\frac{3}{4}$ to 1 pint.

Mix and shake all these together. The oil should be added in such quantity as will make the liquid of the consistency of cream. Use only a small quantity at a time, with a flannel, and plenty of friction.

Use a soft brush, with paste on it, for such parts as

cannot be reached with the flannel, then rub with a cloth, and polish with a polishing cloth.

The same preparation can be used for polishing bedsteads, which, like other furniture, should be without knobs; rub under the studs, as well as the sockets, to prevent rust. It can also be used for cane and leather work, after each is cleaned.

Here, again, the staff must be mobilised and concentrated to complete the cleaning of each room (all combining to scrub the floor); and the cleaners can follow on the heels of the decorators.

See that any cutting away and making good is completed before decoration.

Carpets, curtains, etc., can be cleaned with carpet soap or with petrol, if great care is used.

When ceilings are whitewashed or painted, the walls should be protected with dust sheets.

Crystal soap is excellent for marble and slate. Lemon and salt will remove stains. Place the salt on the stain, and rub with half a freshly-cut lemon. Do not scrub paint-work. Use one of the patent preparations, or pure soft soap.

Sand should only be used for cleaning kitchen tables, and then must be thoroughly washed off.

Blankets should be washed at least annually, and hung out to dry and air.

If you find a bedroom smells unpleasantly, the smell probably emanates from mattress, bolster, or carpet. If so, I advise a sale, and that you should procure new, at least so far as the two former are concerned.

When a contagious illness has taken place, the walls should generally be stripped, the ceiling whitewashed, the carpet cleaned at the cleaner's, the room sealed and fumigated, and all the bedclothes and blankets disinfected and washed, or destroyed.

Remember that many contagious diseases are notifiable under serious penalties.

If you contemplate doing any outside distemper work, save all your waste beer for some weeks and mix it with your distemper.

It will darken it somewhat, but the result will probably be that the distemper will stand for seven to ten years in the country.

A certain amount of public information should be available in your Hotel.

You should have at least the following : Bradshaw, the Local and London A.B.C.s, Whitaker's Almanack, the London and Local Telephone Directories, the Local Time-Tables, the times of posts, and information respecting the Church of England and Roman Catholic Church Services (if any).

The Hall Porter and your Receptionists should have a good knowledge of the surrounding district, and of all the functions about to take place in the neighbourhood, whether regular or exceptional; also of all places of beauty or interest, and some knowledge of their history. All facilities for watching and playing games, or of obtaining sport, including fishing, hunting, and shooting, as well as information regarding theatres and other places of entertainment, should be at their fingers' ends.

Some newspapers and a few periodicals should be taken, and some books. They should be in a tidy condition, and removed when old and torn. Music should also be available, and a piano, which should be tuned by contract at least once a quarter. The music should be strongly and neatly bound up, and not allowed to become dirty and dog-eared.

Electric light bulbs should be renewed where worn out, and their use carefully checked.

Those used in the corridors may well be of less c.p. than those in the public rooms, where half-watt lamps are advisable. The proper arrangement of lighting is an important economic factor.

Be careful that resident guests do not wash their clothes in the bath, or use electric irons from your power.

Here are some original, miscellaneous recipes, of use to the Housekeeper.

Recipe for Distempering Walls Yellow (by J. M. Whistler, the famous artist).—A pailful of whitewash, enough to cover the walls twice. In this stir lemon-yellow chrome and a little yellow ochre. Tone with raw sienna according to taste.

Potpourri of Rose-leaves. (This can be made entirely of rose-leaves, as in the East.)—Gather the petals of different roses and put them on a sheet, then toss them in the sun. Spread the sheet in the sun, with the rose petals on it, every day, till they are dry and crisp, then

put them into vases. They will keep a long time, and distil a delicious fragrance.

Other Potpourris can be similarly made, and powdered spice, orris root (ground), cloves, and essences may be added.

To clean Glass.—To clean decanters or bottles with small necks, peel and cut a raw potato into small pieces, put them into a decanter, with some warm water, and shake it vigorously up and down. Soon the glass will shine like crystal, then empty out the potato and rinse with cold water.

To help to polish New Boots.—A raw potato cut in half and rubbed on the surface helps the leather to take the polish.

To polish Marble.—Wash the marble with a sponge, cold water, and soap, dry well with a soft linen cloth. Afterwards rub over with a piece of woollen cloth on which is spread some white wax (procured at a chemist's). Rub hard and long if the marble is in bad condition.

Another way: mix beeswax, Persian spermaceti, and naphtha to the consistency of a cream, and spread it on the marble. Then scrape a little spermaceti on it, and rub until the marble is well polished.

Inkstains on Wood.—Mix a few drops of spirits of nitre in a wine-glass of water; let a drop of this fall on the ink-spot, and as soon as the stain disappears, rub the spot with a wet cloth, or the nitre will leave a white mark, which no subsequent rubbing will efface.

To clean Knife-handles.—Rub fine salt on the stains thoroughly with a damp rag, wipe off, and polish the handle well with a soft leather.

If the handles have been allowed to get into a very bad state, rub them straight up and down with the very finest glass-paper, till all stains are effaced, then cover them with a thin coating of prepared chalk, mixed with methylated spirit, to the consistency of thick cream. Let this stay on for five or six hours: it will rub off quite easily, and the handles should be rubbed, as before, with a soft leather.

Stained Floor.—Use oil stain, if for the first time. Stained and varnished floors are unsuitable for an Hotel. If, however, the floor has already been stained and varnished, you may have to repeat it, to save expense.

In that case, after staining, and before varnishing, put on a coat of size; it makes all the difference in the wear.

There is a good deal to be said about various household utensils and furnishings.

For instance, the rather ugly Japanned cans, for hot water, are preferable to enamelled, which chip, or to brass, which require a deal of cleaning.

In fact, you should avoid metal such as brass, which requires cleaning, all over the house, if you want to study economy.

Electric vacuum cleaners are a great saving of labour in an Hotel, and, of these, the best is the Hoover. It is not the cheapest, so far as primary cost is concerned.

A word or two on some flooring materials not already mentioned may be useful.

Wood-block flooring looks well when polished and really seasoned, but the objections to it are, that it generally contracts and expands, and thus harbours dirt and dust. For dancing it is very unsuitable.

The patent flooring so often used in bars is economical, because it eliminates joists, floor-boards, skirting, and linoleums, but after a time it exudes a fine dust, and, moreover, never looks quite clean, and is useless for dancing.

For dancing, I know of nothing to equal narrow oak boards, secret nailed, tongued and grooved, laid on springs or wide-spaced joists.

Bissell's sweepers are indispensable for a coffee-room.

Floor Covering.—For a busy bar, elephant or extra thick linoleum is expensive, but cheapest in the end, as, if seasoned, it will last for many years.

For water closets, lino is best, also for staff rooms.

For bath-rooms, use cork carpet, which is soft to the feet, and not cold.

I consider that cork carpet is best for all guests' bedrooms, with rugs for the hearth, bedside, and dressing-table, etc. It lasts for ever, if of the first quality, and looks nice always. If you choose the light brown stock pattern, it will match or harmonise with any form of decoration.

If you prefer a carpet, get one with short pile and hard wearing, and not bristly to the feet.

Let it fit, as closely as possible, the square or rectangle of the room, and unless your floor-boards are very new and good, fill up the corners with cork carpet. Unless a new floor is dry and well ventilated, the use of linoleum may result in dry rot.

For corridors in a simple Inn cork carpet is preferable to linoleum, because it deadens sound. A runner of carpeting is also required. Door-mats are unnecessary, and often look untidy.

For staff quarters and corridors linoleum should be used. If you buy carpets, get a number alike, and not each different. The same applies to wall-papers.

In either case, if you can afford it, get 25 per cent. more material, than you require immediately, so that you can patch where necessary. Keep the stock in a clean, dry place, in the dark, to avoid fading and damage. So also with curtains and toiletware.

You will find this an immense economy, as you can then make up odd sets.

So, too, with table crockery. The willow pattern is rather hackneyed, but it has the great advantage that it can always be matched.

Study this standardisation over your house.

In the public rooms you can, and should, have different decorations in the several rooms.

See that all your wall-paper is of the best quality, and if you can find a so-called sanitary paper which is not ugly—a thing I have seldom succeeded in doing—for passages, so much the better. A coat of varnish will make it last longer.

Nothing looks better for corridors, smoking, or other rooms than a thick brown-grey whole-colour paper. It sets off pictures very well.

In bars, dining-rooms, or billiard-rooms, or if your corridors are narrow, it is a good plan to have a closely knit canvas dado, up to 3' to 3' 6" high: it can be painted any colour.

Old gold looks well. If you have a chair-rail, let it be oil-stained, not painted.

If you have any paint other than white, which is the best wearing and most attractive colour, try very dark chocolate (without any red in it) on the skirting boards. It does not show the marks of the broom or

brush so much as white. If you have any paint-work behind a steam or hot-water pipe or radiator, it should be chocolate colour, as white there becomes discoloured.

Choose a shade of white between a blue-white and a cream. It is known as a "broken white," but see the shade first. Upon radiators use water paint.

In specifying for an estimate, stipulate for the best quality of a particular kind of paint, already mixed, from a first-class firm, and finish with a glossy enamel.

In a bath-room, in all public rooms, and everywhere else where you can afford it, have your last two coats (an under-coat and over-coat) of best enamel, such as Ripolin. Glossy, not flat finish.

A glossy surface will wash perfectly, if you do not use soda in the water.

I recommend you to have ceilings enamelled, particularly in bars, smoking-rooms, and bath-rooms.

Remember that nicotine will quickly brown or darken white paint, so that you may order a lighter shade than you require.

Green is, as a rule, a colour to avoid for inside paint or paper. It looks sad as a groundwork.

Fast Verdine made up by Mander Brothers, Ltd., of Wolverhampton, is an exception.

Avoid, generally, patterned paper. Wall-paper should never be made a feature.

Your decoration should have a quiet, neutral background, which is your paint-work and wall-paper. Make your splashes of bright colour with your cretonnes, or chintz curtains and chair coverings.

In decoration, you will find Beaver boarding stained and grained to look like dark oak panelling very economical and effective. When used as a partition, with an air space between, sound is muffled.

What may be a perfectly satisfactory material for curtains may be very unsuitable for cretonnes for chairs and sofas, which get far more wear.

You require leather, Bedford cord, or best rexine for public rooms, smoking-, dining-rooms and bars; and cretonne loose covers for drawing-rooms and lounges (if the house is in the country or a sea-side town), and for bedrooms.

Avoid lace curtains like the plague.

Have half-window curtains of net, plain white, or with a black strain in the white, where you want to shield the lower half of the window, stretched on a stick or rod, top and bottom.

Don't have brass rods anywhere, but tubed iron, three-eighths to half an inch in diameter, painted black or vermilion. Have wooden or oxydised iron stair-rods, if you have a carpet on your stairs.

Cork carpet, or ruberoid, with rubber nosings, looks well in a simple country Hotel, and is clean and lasts. Don't bend the cork carpet over the edge, but cut a piece for each riser and each step. The pieces are held together, and the joints hidden, by the rubber nosing.

For billiard surrounds, four pieces, one for each end and side of the table, of best cocoa-nut matting is best for a simple Hotel. The ends should be weighted with flat lead.

Dark green or blue union is best for blinds. Avoid spring blinds. The old-fashioned pull-up ones are best. If the bedroom has lined curtains, and is not on the sunny side of the house, blinds may be unnecessary, if the curtains fit well.

Have the rings on your curtains at least as large as a penny in circumference, and avoid railway or slotted rods.

If the window is at all large, the curtains should be pulled by cords, on a pulley either way.

This saves the curtain and spares the rings, which should not be of brass, but very strong.

Have a good, stiff, long heading on the curtain, unless you can afford to have an overhang, called a valance board, and valance, so as to hide the rings.

The best form of curtain rods are those which rest on a dresser-hook, and can be lifted on or off.

One curtain ring must be fixed on the rod past the hook furthest away from the centre of the window, so that, when pulled of an evening, the window is covered.

Nothing looks worse than curtains that do not meet when pulled.

They should hang from the rods to within about two feet from the floor of the room, with ordinary windows.

If the curtains are lined, as they should be, with strong

material, it is not always necessary to have blinds at all, even in a public room.

Pictures should be hung so that the centre is opposite the eye of a person of average height.

In making your domestic arrangements, have the male and female *Staff Quarters* on separate staircases.

The staff should be obliged to keep their rooms as tidy as guest-rooms, and all the necessary means of so doing should be provided, in the shape of time and equipment.

Every member of the staff is, surely, entitled to a comfortable and sound bed; and also to fresh air and light, but, above all, to accommodation for the hat used by the ladies on their days off.

Tidiness of staff affects the tone of your house, and so, your trade; you cannot expect this if their rooms are equipped and kept, as they frequently are, like pig-styes.

If any members of your staff are ill, look after them, and get them away to Hospital as soon as you can.

For this reason, if for no other, you should be a subscriber to your local Hospital.

I have heard Innkeepers say, that the only occasions on which their servants could be controlled are when they are ill.

“The devil was sick—the devil a monk would be,
The devil was well—the devil a monk was he.”

When that is the case, the last line may apply to the employer. One of the best tests of good Innkeeping is the ability to keep servants, and verily they are the vouchers of good housekeeping, for, like rats in an Inn, or mites in a cheese, they bespeak the antiquity of their service and the fatness of their abode.

Alterations to Licensed Premises.—No structural alteration to licensed premises is allowed without the permission of the Bench, nor are any alterations which enlarge the so-called drinking area, nor alterations which affect the access from one part of the licensed premises to another, or to any unlicensed premises.

In practice, many Benches require all alterations to be first submitted to them, for approval, before they are commenced.

As a rule a committee of the Justices is sent by the

Chairman to pay you a visit. In fact, it has passed into a proverb; for Goethe has said, that "when the Devil cannot go himself he sends an old woman!"

You may then expect a number of impracticable proposals in the case of some Benches, that will upset your plans, and often the suggestions are quite irrelevant to the application before them.

If you have a difficult Bench to deal with, there should be some features on your plans in regard to which you are prepared to give way. In regard to lavatory accommodation, you stand as good a chance by objecting as you would by arguing with the east wind. Sometimes you can win their hearts by meeting them on this subject, stony though they usually are.

Many Benches still imagine that by reducing what they term the drinking area, they will also reduce drinking.

In point of fact, they thereby destroy all the comfort which in their own Clubs they insist upon for themselves, and actually increase the consumption of drink, for there is no space for customers to do anything else.

In Scotland, and in some places in England, Justices and the police, in carrying out their policy, attempt to go beyond the law, by interfering with all amenities which could possibly divert the working man from what they consider should be, apparently, his only occupation, namely, drinking.

There is, however, an increasing tendency on the part of Benches, since the last Licensing Act, to encourage the improvement of houses.

Even now, however, stupid regulations and conditions are frequently inserted, that render nugatory all efforts at reform, such as an insistence upon the screwing down of all tables in a bar or refreshment-room, and an insistence that no drinks shall be supplied in a given room without meals, which renders its use impracticable.

On the other hand, licensees have, in the past, very frequently obtained permission to make alterations to their premises on the false pretence that the extra accommodation was to be permanently used for the service of meals, and this has led Benches to distrust all such applications.

Signboards are of the utmost importance. Few things have done more to prejudice Licensed Houses and Inns, in the eyes of the public, than Brewers' Boards.

Try to get all these removed.

Avoid shaded letters. Plain block type, say, gold on dark chocolate ground, looks and wears well; so does black on vermillion. But green and blue are bad wearing colours. Black looks splendid, but requires to be kept in first-class order.

On the whole, gold on a dark oak-stained brush-grained ground looks, and lasts, best of all.

Any signs facing north or west should be varnished two or three times before erection. As a rule, signs flat on a house are not very useful, unless opposite a road.

The fewer signs you have the better, and let those you have be bold and informing—not hackneyed and meaningless.

Locked doors, drawn blinds, lack of window-boxes, and an unattractive exterior, coupled with good signs, are money and opportunities wasted.

Let your sign be well done. The phrase “To grin like a Cheshire Cat” originated from a sign artist’s attempt to depict a “Lion Rampant”!

As important as signboards are water-troughs for horses—and Stigginses!

One of the reasons why all tenants and managers of large Hotels and Licensed Houses should go through the mill themselves, is that they may learn, not only how much work can reasonably be expected from servants in a given time—in other words, how long a job, thoroughly done, ought to take—but also what appliances will save labour and do the work most effectively.

It is difficult to say how many staff are requisite for a given number of bedrooms, as their size varies, and so does their equipment.

In an ordinary house, a chambermaid should manage twelve to fourteen. In an Hotel fitted with hot and cold water with lavatory basins in every bedroom, a larger number, but fewer if a bath-room and water-closet are attached to each.

In a small Hotel, the chambermaid is also a housemaid, and sometimes a waitress in addition.

On Cleaning.—Very often a house looks surface cleaned, as far as the eye of a housemaid reaches, and that is seldom above her own eye-level.

Yet nothing looks worse than cobwebs, or dirty or dusty films on window divisions, wardrobes, cupboards, etc., above the eye-level.

In scouring boards, the housemaid must never rub across, but up and down the boards.

She must remember to polish the mirrors with a damp cloth, or a piece of sponge dipped into methylated spirits; dust them over with powder blue, rub over with a clean linen cloth, and finish with soft leather. She must also remember to air the room, to close the windows by 3 p.m. in the autumn or winter, and, if a coal fire is required, to light it not later than two hours at least before it is required for use.

When you employ an Architect to make alterations, you should invariably consult someone skilled in the Trade before passing the plans, and in some cases also someone with taste for decorations.

If you alter a house, stick to the style of the period you adopt, and don't have a mongrel house. Uncover all old beams and pickle them, if necessary.

If you are making alterations, get all the light and air you possibly can into your premises.

Drunkenness and misbehaviour are often greatly due to a lack of either, or both.

Earth closets are very undesirable in licensed premises, except in an emergency.

Even in the garden they become a nuisance, unless inspected daily.

Buckets should always be used, never a pit. The buckets should be removed daily, and ashes and a short shovel should be provided, and always toilet paper, in a proper box.

Lavatories provided for chance customers may profitably be fitted with the coin collecting locks of Lockerbie and Wilkinson, of Tipton, Staffs.

Barless hearth fires are best in public rooms, but care must be taken in installing these in an old house lest any old beams are adjacent.

As a rule, shiny tile surrounds look abominable. Dull, large Dutch tiles and small variegated Lancashire bricks look best, and are equally economical.

Avoid copper and brass fenders and hoods. In a simple Inn, an ordinary half-circle of heavy cart-iron wheel

rim, as thick as possible, makes an excellent fender, as finish to a brick hearth. So does rough oak on a brick or stone hearth. By the way, as hearthstones are frequently badly cleaned, let me give the way to effect this.

First wash them in soap-suds, and then rub them with a paste of finely powdered sand. When this is dried on, the hearth should be brushed.

Bath Stains can be removed, if not with Vim, by the use of spirits of wine. Nothing looks worse than a bath which is stained and dirty.

To preserve Iron from Rust.—Melt fresh mutton-suet, smear the iron over with it while hot, then dust well with unslacked lime, pounded, and tied up in muslin. Iron so treated will keep for months.

Or you can paint the iron with melted paraffin candles.

Black Hearths and Cast-iron Hearths.—Mix together blacklead and whites of egg, well beaten, dip in this a painter's brush, and smear the stove all over, then rub it bright with a hard brush. It should be applied when the stove is cold and cleared from all the ashes.

To clean the back of the Grate, the Inner Hearth and front of Cast-iron Stoves.—Boil about a quarter of a pound of best blacklead in a pint of beer, with a bit of soap.

When melted, apply with a brush (having cleaned off the soot and dust), then take a hard brush and rub it till bright.

For Smoky Chimneys.—The best cure is the Empress Cowl-Ewart's patent. The oil-bath in which it runs must be cleared of soot, and the oil removed at intervals.

Where this is not effective, which is seldom, try a piece of plate glass across the fireplace.

As a last resort, the Nautilus grate may be installed, and that I have never known to fail, if fixed according to the instructions given by the makers.

To remove fur from the insides of Kettles, etc.—Fill the kettle, or pan, with water, and add to it a drachm of sal-ammoniac; let it boil for an hour, when the fur will be dissolved, and can easily be removed.

Moth depredations invariably occur where blankets, etc., are permitted to lie by and become dusty. The only reliable way of keeping moth out is to shake the goods out at frequent intervals. Camphor and pepper are not very effective.

Naphthaline balls are the most reliable substance I know of.

Cockroaches can be killed by a Phosphor paste, but if they are a plague, a Vermin-Destroying Company should be called in.

The American Cockroach Company is one of these.

Rats and Mice must be kept down at all costs, by every means.

Poison is usually dangerous, but if you resort to it, let it be some poison which forces the vermin to die in the open.

It is useless to persist with the same poison for more than six weeks at a time. Thus, Liverpool virus is effective for a time, and after an interval may be again resorted to, but it becomes harmless if used too long.

A mongoose is effective, in some places, and so, sometimes, are fierce ferrets, but care must be taken to see that they do not find their way to the domestic parts of the house.

A good cat is invaluable, but this must be kept in the kitchens, cellars, or offices.

In a line of cellars, a hole large enough to enable a cat to pass may be cut in each door.

It is cruel to chain a dog up in a cellar, or anywhere else, permanently. Yet it is frequently done in the East End of London and elsewhere.

Vermin.—These are the greatest enemy of the Hotel and Innkeeper, and the hardest to eradicate.

A chemist may be able to help you to do so, but it is not wise to consult your local man.

If he fails, you must strip the walls of papers, re-dis-temper or paint, and wash the crevices and skirting-boards, and behind each, with a strong solution of corrosive sublimate in water (which is extremely poisonous).

Fumigation must be undertaken in addition. You must, first, close every opening and every chink that might admit air, pasting paper over the joints of the doors, windows, etc.

Then cut up four ounces of brimstone into an iron pan, light some slips of linen steeped in brimstone, and place them in the pan, leave the room without delay, closing and pasting up the door, including the keyhole. In twenty-four hours the vermin will be destroyed, but it may take a fresh fumigation to destroy the eggs.

All infected bedding is best destroyed, or, at least, sent away to be stoved or baked.

Arsenical soap is sometimes effective, but all poisons need great care in use.

Furnishings.—We cannot go at length into this subject. My advice is to buy only the plainest, strongest, most practical and comfortable you can, with as few excrescences, or lodgments for dust, or opportunities for breaking, as possible.

Don't buy suites, if your Hotel is of moderate size, and pick up good second-hand pieces, but avoid, generally, light-coloured wood. If you can assign a period to your house, for Heaven's sake furnish it, in all practicable details, true to that period.

Avoid knobs on beds, wardrobes on legs, slender pillars on looking-glasses.

Easy-chairs should not be built too low for public use, as the "Barons of Beef" who occupy them are sometimes accustomed to bump into their seats. Basket chairs are not to be despised, so long as they are upholstered and kept in repair. I do not recommend cane, except in a glass lounge.

In simple houses, the strong, hard-wood wheel-back looks, and is, a suitable occasional chair; they may have pads in the seats, which afford an effective splash of colour in the room. The armed wheel-back or "cottage" chair is quite good for a smoking-room, and the unarmed wheel-back for a simple coffee-room. Avoid high-backed chairs in a coffee-room; they make service difficult and dangerous.

Sofas should be comfortable, and strong, and large enough to take two, or four, not three persons.

Coffee-room tables should be, when square, about three feet three inches, and of uniform height. Test them.

Lounge tables are best of oak, with strong foot-rests and legs splaying outwards. The tops can be about two feet square, large enough for tea.

Many lounges and smoking-rooms are disfigured by the use of jugs, ash-trays, and pots which are presented by advertisers.

It is a great mistake to use them, and it is needless to say that useless advertisements such as vulgar mirrors and cards are even worse.

However one may sympathise with the necessity of

reminding the public, in some cases, that Rum is fine "old Jamaica," and that Whisky is from some romantic glen in Scotland, one can have too much of a good thing, and to protest too much surely, in these days, deceives but few.

It requires the expensive genius of those who draw rabbits for the Underground Railways to arouse imagination in these prosaic times.

I hope my readers will do their best to decorate their houses by other means than vulgar mirrors and expensive trade boards.

"Hence ye profane ! I hate ye all,
Both the great vulgar and the small."

Washing at a laundry, in the Hotel world, is, generally, taken at an all-round price per piece, or per hundred. I refer to the house linen.

In the case of visitors' washing, it is customary to charge a very full price, and then allow the proprietor 10 to 15 per cent. discount off the original bill, which is rendered to the guest.

It is a matter of the highest importance to be sure that the washing lists are complete and accurate, and that all the goods are properly checked inwards—otherwise serious losses will be incurred.

It is equally necessary to take up the matter of losses promptly with the laundry, otherwise the claim will not be admitted.

In these days of steam laundries, which, to say the least, are hard on linen and cotton goods, it is very advisable to keep a good stock, so that the fabric may be rested before being re-used.

By this means you will find that it will have a much longer life than if constantly used.

Your linen should be the subject of careful inspection, and stock taken at least once a quarter.

It is a great mistake to allow the stock of house linen to become depleted, or get into bad order.

A sewing-woman, or linen maid, is nearly always an economy, if not as a permanent institution, at least at intervals.

With regard to staff washing, it is, on the whole, best to allow washing to the extent of a given sum per week, as there is, then, no excuse for unclean shirts and cuffs.

In a good-sized Inn it is often an economy to instal a small electrically driven plant, always provided that boiling water can be automatically delivered into the washing receptacle. Merely hot water is unsatisfactory.

There is at least one plant which can be worked by one person alone, though two are better employed.

It is not wise to attempt to wash personal things in this way, but with small articles, such as napkins, etc., it is an economy.

It so seldom pays to instal a laundry outfit to take all kinds of work, that I shall leave this to be explained by laundry specialists.

The great thing to study is the cost of labour, and the proper arrangement of the plant, in this regard. The airing arrangements in a linen store are of the greatest importance, and it should contain either the hot-water cistern, or the flow and return hot-water pipes.

There is a new small drying apparatus on the market, at a cheap price, and heated by gas.

If a laundry plant involving the use of shafting and belting is installed, see that it is properly fenced and guarded, and that the boilers are insured. The insurers will see that you look after them properly; failing this, your insurance policy will be ineffective and inoperative.

In any house where a laundry installation is not justified, a mangle should form part of its equipment, and all small household linen should be washed on the premises. Laundry Installations are dealt with in the Addendum.

Fire Appliances and Extinguishers.—It is incumbent on you to take proper precautions for the safety of your guests.

In a large Hotel you will have to arrange for hydrants, fire-hose, which requires periodical examination, outside iron staircases, and fireproof escapes. Any outdoor fire-hose should be of the armoured type, and you should see that it is long enough. You will also require ladders, etc., and buckets filled with water, and some sand. Fire extinguishers should be hung on all landings, and you should see that they are filled.

They should be in your garage, and on your car.

Rope ladders, too, are useful in emergency.

None of these things are very useful unless people know where they are, and where the exits are, so that

periodical fire drills ought to take place in a house of any size.

In the event of a fire, the importance of keeping the inventory up to date will become apparent, for it will be necessary to prove the existence and value of any goods destroyed.

The origin of fires is also a matter of importance, and the following report of an Assessor in his account of the origin of a fire is not without significance.

He said, "The origin of this fire is not without doubt. The proprietor thinks it arose from a candle-light in the attic; the barman thinks it was due to a gas-light on the ground floor. My opinion is that it originated with an Israelite in the cellar!"

In the event of a fire, keep cool, even if others lose their heads, though it may not be wise, even if you are only a manager, to go so far as the man who on being told that the house was on fire replied, "Bring me another bottle; it is not my house!"

Although we cannot deal with the planning of Hotels and Inns, because to do so would involve a controversial discussion which we have been at pains to avoid, it may be useful that I should refer to an invention which has proved a signal success, where the trade of a country Inn warrants and demands an increase in the letting accommodation.

The invention, if it can be described as such, depends for its merits upon the economy of its erection.

It consists of buildings, called *Vancotts*, which are removable without taking them to pieces, and are not amenable to local bye-laws, because they are on wheels. They stand on an iron or steel framework, and, for removal purposes, are fitted with artillery wheels. While at rest they stand on tiny iron wheels. The principle upon which they are constructed is that small cubes of buildings, two storeys in height, can be built, of some eighteen by sixteen feet, of slight material, such as weather-boarding lined with Beaver, or other similar boarding, the whole forming a very rigid erection.

They are like huge packing-cases, strong only when the lid (a roof, in this case, of patent light tiling) is screwed on.

They do not warp; they are light to lift or draw, and they can be linked up to form a tenement of almost any size, from time to time, as required.

The framing is of wood. As they stand well off the ground—some two foot six inches—the air circulates freely beneath them, so that while they are dry and warm in winter, they are, also, remarkably cool in summer.

The particular examples which I erected some six years ago, have been fitted with all the usual comforts of a bungalow.

A staircase is fitted in one Vancott leading to the upper floor, and a bridge links up the two. A small bath-room, with hot and cold water laid on, is formed by cutting down the size of one of the double bedrooms on the upper floor.

The ground floor consists of a commodious sitting-room and a bedroom. The sitting-room is fitted with an open stove fire, similar to those provided for a yacht.

The rooms, which are low pitched, are a delight to the eye, decorated, as they are, with dainty papers, chintz curtains, and antique furniture. Well-sprung beds and cork carpeting complete the equipment.

The whole effect should be seen to be appreciated, but the buildings give an amazing effect of compact cosiness. Sanitation is provided in the orthodox way, but the architect responsible for their erection has devised a perfectly satisfactory flexible connection with a cess tank on wheels. By means of an automatic flush, a charge of oxidising chemicals is precipitated whenever required.

The usual dimensions of the buildings are 16 × 12 ft.

The cost of each, before the War, was only £55, without fittings or undercarriage. I do not suggest that Vancotts are a substitution for an enlargement of an Hotel or Inn, but they are extremely satisfactory, and profitable, in a seaside or riverside garden, or in connection with a house where the tenure is either short or insecure.

The two examples that I erected have probably earned at least 1000 per cent. annually on their original cost.

If any reader is interested in them, I will supply him with further particulars, and also tell him where they can be seen.

May I conclude this chapter by impressing again and again on owners and occupiers the direct advantage to trade given by bright, cheery, fresh decorations, good ventilation, good style, and good taste? These things revivify staff and customers alike, and promote a healthy morale.

CHAPTER IX

THE CELLAR

"Black spirits and white, red spirits and gray,
Mingle, mingle, mingle, you that mingle may."

Macbeth, Act IV. sc. i.

WE now turn to the Cellar, as the basis of supply to Bars.

In a small house, the proprietor should keep the keys of the various cellars himself, and do his own cellar work.

At least he should be present during such work.

It ought to be unnecessary to add that good locks and keys should be provided for different sections, and each should be kept locked. I recommend the Yale lock for preference.

If unaccountable leakages are taking place in a cellar, a change of lock will often effect a solution.

If a Cellarman has work in a beer cellar, there is no reason why he should have access, also, to the wine and spirit cellars.

I recommend that the draught beer cellar be one section, the bottled beer cellar another, and this should have ready and convenient access to the Bars, by means of a hoist or stairway.

Another compartment must be provided for spirits, another for red wine, and another for white. If possible, a further section should be allotted to wines laid down for maturing.

The cellar, if dry and convenient, is also a suitable place for the provision of a main store-room for consumable dry goods and provisions, but seldom for meat or milk.

If the number of compartments in the cellar is insufficient, and the trade quite small, and not very various, it is not worth while effecting an alteration, but, if an alteration is advisable, it is then better to form the divisions of slatted strips, so narrow as not to permit of a bottle passing between, but wide enough to admit of air, light, and vision. Thereby you avoid the likelihood of tampering or exchanging of empty for full bottles, etc.

The main beer cellar should be lofty, and the floor should be well and truly concreted, with a good fall towards a drain (which must be properly trapped) in the centre (if possible). The fall is generally insufficient.

All round, against the walls, should be ranged scantling, on which the barrels of beer will stand.

Part of the range of scantling will be used for full casks, and part for empty casks.

Be careful not to block the rolling way, or shaft, from road or street to cellar, or any of the entrances or exits to any part of the cellars.

Casks of beer are usually in four sizes: hogsheads, containing fifty-four gallons; barrels, containing thirty-six gallons; kilderkins, containing eighteen gallons; and firkins, containing nine gallons.

In some places, and in home-brewing houses, a Tierce is used containing forty-two gallons.

In houses where the trade is large and quick, beer is generally supplied in hogsheads; where it is normal, in barrels; where small, in kilderkins; firkins are more often used for "off" or family trade. Butts, holding one hundred and eight gallons, and puncheons, holding seventy-two, are rarely if ever used nowadays, even for porter.

In London and some of the large towns beer is supplied through a tube, or hose, from a tank cart or motor into a receiver. This beer is suitable only for a quick sale, say forty-eight hours,¹ and is ready to sell at once, is always bright and clear to the last drop, and has no deposit.

Thus the paraphernalia connected with barrels, and the care requisite in the treatment of beer in barrels, are avoided.

This beer is known as carbonated ale, and no waste ought to occur.

Beer so brewed is as good on the day it is received as it will ever be, and, no doubt, saves a great deal of labour, anxiety, and care, but these chilled and filtered beers, both in cask and bottle, have not the keeping qualities of beer naturally conditioned.

¹ Forty-eight hours is not to be taken as the limit of time of the keeping of carbonated ale, but it is brewed for quick consumption.

They are, however, so much limited to a few areas, that we must learn also all about the treatment of beers in cask.

In laying down certain directions for the treatment of beers, it must be understood that a licensee will always refer to the Brewers responsible for supply to him, and, from them, he will invariably receive full instructions for the treatment of the particular beers they deliver to his house.

London and Burton beers require finings, which have the effect of clarifying the beer. Finings are sent with each delivery of beer, as a rule, and the amount to be used varies with the beers of different Brewers. Some need half a pint, some a quart, per barrel.

Some beers, especially in the country, are delivered already fined.

All beers delivered in cask require some hours' rest, preferably at least twenty-four (except London beers, which require less than most), and others longer, according to the class of beer, the temperature, length of journey, the ventilation, and peculiarities of the cellar. The time will be gauged by experience, and from specific information given by your Brewers. The casks must be placed on the scantling, and propped with wedges with the bung-hole or vent uppermost, and so that the cask is at rest, and, if anything, tilted slightly forward, not backward, as many publicans do.

During the rest, the sediment and the hops gradually sink to the bottom of the barrels.

They condition and flavour the beer, and some beers improve in quality, for a time.

An automatic tilt, which will be so adjusted as to tilt the barrel forward gradually, without disturbing its contents, should be fixed behind all the casks in use, or about to be used.

All this time the beer is "working" in the cask, and strong gases are given out, by reason of the process of fermentation which is taking place. This is specially strong in the case of stout and some ales.

During the rest, it is usual to remove the bung, and insert a porous spile, which enables the gases to escape. Care is needed in removing the bung, as the contents shoot upwards with great force, covering the operator, and involving serious loss in duty and materials.

When the contents have duly settled below the point in the barrel where the tap is to be inserted, drive the tap well home. The beer thus gets perfectly clear, and is ready for use. Insert, then, a hard peg (when the beer has finished working), taking out first the porous spile.

The time during which the beer keeps in good condition varies greatly.

Thus, London mild and stout are for quick draught; country and Burton beers will keep much longer. The same may be said of London pale ale, though if the secondary fermentation is not delayed it will keep for a considerable time.

I should explain, for the benefit of those who know nothing at all about the different classes of beer, that beers from Burton are of various kinds, but what is called by the trade name of "Burton" is usually a strong nut-brown ale, very popular in the winter.

When the latter beer is on tap, the publicans need, as the Americans say, to keep their eyes skinned, for, like the ale that Bass's call Barley Wine, it is strong and heady, especially on an empty stomach.

If beer is kept in the cellar of the house, as it usually is, owing to the necessity of keeping it in a level temperature of about 55°, it is drawn to the bar by means of a suction pipe and flexible tubing, from the tap to what is called the Union, where, generally, all the flexible pipes meet in the ceiling, and are joined to a similar number of lead pipes, or sometimes rubber tubing, to the engine in the bar.

The scantling in the cellar should be, as far as possible, perpendicularly below the engine, to allow of as short a run of piping as possible, both from motives of economy, and because the beer that stands in the pipe is by no means palatable, and should not be given to customers, but drawn off, and replaced, by means of a filter, into the barrel.

The piping quickly gets foul, and it should be cleaned twice a week, preferably by the use of a patent preparation called the Invicta Pipe-cleaning Medium, or some other of a similar kind. Failing that, it is possible to clean the pipes by drawing strong soda-water through them and through the pump: afterwards clear cold water, finally rinsing with beer.

There are various kinds of beer-piping—some is of lead,

some rubber-jointed composition, some rubber, some wired rubber, and the best, and most expensive, porcelain lined.

That most commonly in favour just now is armoured rubber. The jointed-rubber piping is not now popular, as joints sometimes burst, and this may involve serious loss of the contents of the barrel.

A thermometer should be kept in every section of the cellar, and if one side is likely to get warmer than another, then more than one.

In the beer cellar it is useless to hang it anywhere but on the level of the barrels.

Beer which is kept at a higher temperature than 60°, or a little over, goes "off" and comes up warm.

Beer kept at a lower temperature than 50° goes "sick," and is very unpleasant.

Therefore, if you are ever making any alterations to your house that affect hot-water or heating services, have a care that neither affects your cellars, and look carefully at the design with this end in view.

The cellar should be well ventilated and without draughts.

During cold weather, a stove or gas-burner should be used, and, in addition, hop sacking or bags should be used to cover the casks.

During hot weather, sprinkle the floor with cold water, and cover the casks with bags, soaked continually in cold water.

All the instructions regarding the treatment of beer are most important, as upon them depends the condition of what may be the staple commodity you sell.

Your customers will be severely critical of your beer, and are fine judges.

They judge not only by flavour, but by condition, brilliancy, and temperature.

If it is found necessary to stand casks, either full or empty, in the open, they must always be stood with the tap cork downwards, so as to prevent any water getting into the cask.

This is most important, as carelessness may spoil the cask.

Waste beer must not be left in a cask, or it will be rendered unfit for use, and the proprietor will be charged for it.

Waste is the unconsumable contents left at the bottom of the cask.

Brewers seldom make any allowance for waste nowadays, and when they do, never at the full rate. When claiming for ullages, always measure the quantity in the cask before it is returned.

Always take out the hard peg before drawing any beer, in order to help the engine and prevent the beer clouding.

At the end of the day, the hard peg should be tightly replaced.

Another cask of the same quality of beer should always be ready tapped a day before it is required.

Every cask should be pegged and corked as soon as it is empty.

You must look ahead in your orders for beer from the Brewery, and if the Brewery is some distance away, in the country, or the beer has to come by rail, you must allow plenty of time for delay on the railway, and some for ullaged casks, in hot, especially thundery, weather.

Most Brewers have specified days for delivering beer in each district, and it is necessary to allow for this.

All bottled beer should be put in the cellar immediately on delivery, not left on the stairs, or placed in the yard, and sufficient should be brought up each day for the next day's requirements. Pale ale in bottle requires a few days rest in the cellar before it can be served in ideal condition.

The beer engine (we refer to it here because it is so closely connected with the cellar) should be thoroughly cleaned, with all taps and pipes, at least once a week.

To clean :—Disconnect the pipe from the cask, and drain off the beer (this beer should afterwards be used for rinsing the pipes).

Dissolve half a pound of soda in a bucket of hot water, and draw this liquor through the pipes, and leave them full all night. In the morning, draw off and thoroughly wash out, by pulling a bucketful of cold water through each pipe, then pull through the beer first drawn out, so that the pipes are rinsed with beer.

Great care should be taken that the pipes are properly connected up, and that all washers are in good condition, for, if the engine is allowed to suck in air, the beer will probably become cloudy.

The Brewers will, almost always, supply corks, spiles, porous spiles, and scotches, and a supply must always be kept.

The following are among the other implements necessary for a well-equipped cellar :

Beer Dip.

Jar Dip.

Spirit Rod.

Spiral Dip.

Double Slide Rule, and book of instructions for use.

Sike's Hydrometer and Table Book.

Tape measure.

Stave gauging for gauging the thickness of wood.

Plumb Line.

Sample Dipper.

Small Sample Dipper.

All the above are necessary for stock-taking.

The above-mentioned articles are not indispensable in a small house, but the following articles should be in every house :

A Tool-case or Chest.

Scantling.

A Saw.

Mallet.

Beer Taps, various.

Porous Spile.

Hard Spile.

Flannel filter.

Automatic Barrel Tilts.

Lead Piping and Rubber Tubing, several lengths of each. (The latter should be kept off the floor, unless the latter is perfectly dry and smooth.)

Mops.

Pails.

A range of Copper Measures, undented, to hold 5 gallons, 4, 3, 2, 1, and $\frac{1}{2}$ gallon respectively.

Funnel for Beer.

Funnel for Spirits.

Cellar Candlestick, with long handle.

Strips of Paper for beer taps.

Filter Papers, Finings.

We come, now, to the other sections of the cellar, and, in regard to temperature, the wine cellars should be allotted as follows: the coldest should be used for sparkling wines, the next for light still wines, and the warmest for ports, sherries, claret, and Burgundies.

Fine old red wines should be moved as little as possible, and should not be moved during frost.

All wines in bottle should be left on their sides. In the case of sparkling wines, if left standing upright, the cork dries and the wine becomes flat.

If not unpacked, be careful to stow a champagne case with the top (generally marked "Dessus") upwards.

Ports for laying down must be stowed with the white mark uppermost.

Wines, old in bottle, require at least a week's rest after removal before they are in a condition to be used.

The bins of a cellar should be of slate or stone, and the wine should be so arranged as to permit of the bottles being easily counted. Hide nothing away in odd corners. Keep a good stock of straws, and keep them clean in bins, and not anyhow on the floor. Keep all your cellars tidy and clean always, and bin away your wine as it arrives. Never have wooden bins if avoidable. If further portable bins are required, they can be obtained from Messrs. L. Lumley & Co., Ltd., and other Equipment Firms and Companies. Keep in each bin, loose on the bottles, a bin card, and fill in, on the one side a description of the goods as they arrive; on the reverse side inscribe the date, and the number taken out, *at the time they are removed*.

If this is carefully done, your wine and spirit stock should check itself.

Count your bins from left to right, and if it is to your advantage to do so, make the number of your bin correspond with the number on your wine card. In any case, make your wine easily identifiable, so that, when you are in a hurry to dispense it, there may be no delay or confusion, and so that the Stocktaker's task may be rendered easier.

Bulk Spirits are supplied in butts of one hundred and eight gallons; puncheons (rum is usually in puncheons), seventy-two; barrels, thirty-six; kilderkins, eighteen, quarter-casks, or six- or five-gallon jars.

The measurement of jars is not simple, as the jars are very irregular in shape.

Spirits are also supplied in bottles which contain one-sixth of a gallon each, so that one dozen of spirits is usually equal to two gallons in quantity.

In the case of liqueurs the bottles vary very considerably in size.

We shall refer to them more in detail under Stock-taking.

In the case of spirits and liqueurs, half-bottles, and even quarter bottles, have a good sale in some places.

With every delivery of spirits comes a permit, which must be preserved most carefully. See Chapter XII.

The Treatment of Spirits.—Spirits should always be kept in a cool place, and out of the sun.

Bulk whisky is best matured in a sherry cask.

Bottled spirits should always be stood on end, so as to avoid taint from the cork.

Water known to contain lime, iron, or other minerals should not be used for *Reducing*; it discolours the whisky.

In many places in England the water is very unsuitable for reducing, being too hard and chalky. Such water should be distilled before using. Soft water is best for reducing; its use gives a gain in quantity of spirit over hard water.

Here we can appreciate the usefulness of the slide rule. Having calculated the quantity of water required to bring the spirit down to the desired strength, add the water and mix by stirring, thoroughly, for ten minutes with a rummager, then let the whole stand for twenty-four hours before drawing off, taking care not to disturb any sediment there may be in the bottom of the cask.

The tap should be inserted in the cask before starting to reduce: it is safest to filter all whisky while bottling.

Should there be any indication of sediment, it is always advisable to insert the tap a few inches from the bottom of the cask.

In this way the last few gallons can always be filtered separately from any cloudiness or sediment.

Decanting.—Decanting is most important, for wine, however good, must be served in good condition, to do it justice.

Decant, from the bin, all old wines which have the least deposit, and do not be tempted to serve them in a basket or cradle, because every time the customer pours out a glass he disturbs any crust or deposit there may be in the bottle.

The customer can inspect the cork, and the label (if any).

Decanting of Clarets, Sherries, Burgundies, Madeira, etc.—The wines, when old in bottle, should be stood upright some time before use, to allow the sediment to fall, then decant as carefully as possible, so that none of the sediment passes into the decanter.

There is, generally, no need to decant Hocks, Moselles, and still white wines, but care should be taken in serving not to disturb the sediment, and the bottles should be stood upright some time before use.

Crusted Port should be carefully lifted, and the cork drawn, always maintaining the horizontal position, the white mark being kept uppermost while the cork is being drawn and during decanting, so that no portion of the crust is allowed to pass into the decanter.

A little wine should be left in the bottle, so as to avoid decanting any sediment. A decanting basket should be used, and a plated strainer, to prevent the bee's-wing crust from entering the decanter.

All red still wines should be kept in a temperature of 60° twelve hours before use.

Light wines should not be served too cold, but if allowed to remain in the warm some hours beforehand, the temperature acquired in the wine will bring out its flavour. Stand the bottles upright.

Old bottled Sherries, Madeiras, and Ports should be opened two hours before use; they do not suffer in the least by being decanted a day or two before, but Clarets and other light wines should be opened only an hour or two before use.

Champagne, etc.—The mouths of all bottles should be wiped clean, and, in the case of sparkling wine, the wine should not touch wire. Sparkling wines should not be decanted, as this will impair their freshness.

The capsule should be entirely removed before drawing the cork. It is not sufficient to cut off the top. Contact with the metal may impart a taste to wines, liqueurs, etc.

I shall now refer to one or two miscellaneous implements really useful in a Cellar.

First, the Simplex Patent Beer Saver, which is one of the best inventions I know for obviating waste in the cellar, and in course of time it will save a great deal of money. The machine is illustrated on page 499 of the Catalogue of Messrs. L. Lumley & Co., Ltd., and comprises a plug or tap, with an overflow pipe, constructed in a particular manner, which allows the liquor caused by the fermentation to pass into a suitable receptacle, without any possibility of air entering the cask, the beer thus saved being afterwards returned to the cask by means of the spile-hole.

Tried over an extended period, this machine saved between three-quarters and one gallon per hogshead.

In Chapter X. I refer to Messrs. Gaskell and Chambers' Beer Utiliser, a most useful contrivance for preventing beer waste where beer sales are large.

A Spile Plug Ventilator is a useful implement for preventing loss during fermentation.

The Excelsior Wine Bin is useful, and consists of blocks of wood fixed together with iron hooping, and is the cheapest bin on the market.

CHAPTER X

BARS AND BUFFETS

“ If on my theme I rightly think,
There are five reasons why men drink :
Good wine, a friend, because I'm dry,
Or lest I should be by and by,
Or any other reason why.”

MENAGIANA, *Causa Bibendi.*

THERE is a sad story of one of the members of the Swiss bodyguard of Louis XVI, who, having been taunted that he could not abstain from the bottle, determined to go without liquid refreshment for twenty-four hours. He succeeded and more, for he died within twenty-two. I wonder how long a British working man would survive. I should not know where to find one who is fool enough to try.

Whether we drink to live, or live to drink, let us contrive to do one or the other in comfort and order.

The following are the usual compartments of the Bars : American, Hotel, Saloon, Public, Jug and Bottle, and Off License.

A Private Bar is becoming a thing of the past.

The main difference between them is in regard to price and company. The leading features common to some are the lack of comfort, space and ventilation; it is unnecessary to describe each Bar in detail.

The equipment of a Bar will vary with the class of house very considerably, and also in town and country.

We shall assume that the bar is to be, partly, a buffet and that it will have a long counter.

This counter should be about 2 ft. 6 in. wide to allow of plates and sandwich and other dishes being placed upon it. The panels of the front, sloping inwards, should be as plain as possible, and dull polished. At its foot should be a rail, not of brass, which requires too much manual labour. The counter should be rather high, on the customer's side say 3 ft. 6 in. to 3 ft. 9 in., to avoid the breakage of glass, and there is nothing better for the top

than a thick, highly polished, bright, plain linoleum, finished off with beading, to protect the edges.

Who has not, when consumed by hunger or thirst, gazed with veneration upon a Barmaid as "she moves a goddess and as she looks a Queen" upon the invisible Olympian heights she occupies?

The back, or serving side of the counter, should have a raised platform, running its full length, and should have at least two lift-up flaps, and a contrivance to hold them back on occasion. Nothing should be allowed to obstruct the flap.

If the bar is to serve one class of customer only, and this is highly desirable, it should be, mainly, divided into two sections, one to be used for food and one for liquor.

The beer pulls, which should be of wood, and not the familiar ivory or composition, which is ugly, should not be hidden—because customers think they are being cheated if anything is done out of their view, and sometimes they are right. The sink, in the engine, should be sectioned off, with separate waste pipes to each section to carry off the waste beer, which should not all be put into the mild, porter, or stout, but carefully through a filter into the same cask to which it belongs.

The beer engine should be of the best, with patent drip taps, and, if necessary, a locking bar.

Under the bar-counter will be ranged wash-up bowls, and sinks, and wide shelves for bottled beers.

If the beer sale is large, it is better to have the engine in two groups of four pulls each, than a larger number of pulls together, to avoid congestion.

One set of pulls should be towards the centre of the counter.

If the conditions allow of it, draw beer direct from the wood, but this is seldom possible, owing to the difficulty of securing the right temperature in a bar. Beer, and particularly the beers of Burton, is far better so drawn.

At the back of the bar, shelves, some nine inches deep, are required, ranged at intervals, and these are best made of thick plate glass.

I do not recommend the use of urns for any class of trade, unless very large, but inverted bottles, with Irwin or Optic measures, which are automatically filled, and knave and fool-proof, as regards accurate measure.

Have no advertisements at the back of the bar, and avoid bevelled glass, if glass there must be.

Included in the bar equipment should be some, at least, of the equipment of a still-room, including a salamander; for light and quick grilling and toasting, and the continuous-flow combined tea and coffee urns, heated by gas.

Let me return now to the fitments under the counter. Some of the panels, in the front, should be made removable for the adjustment of the various fittings put into the under-counter. Among the open fixtures should be those for bottles, tea-pots, etc., strong, zinc-lined, partitioned drawers or bins, lead-lined, and cooled wells for mineral water bottles, and spaces for baskets for empty bottles.

The back fitting should be divided into two or three portions by the two doors to the service department, and should comprise a range of cupboards below, with sliding doors, and with show cases above.

The cupboards should be capacious in design, and have panelled and moulded doors, sliding on steel rails, with ball-bearing runners, and specially arranged to allow of quick service.

Each show case should be fitted with glass shelves, adjustable every two inches in height, for display purposes.

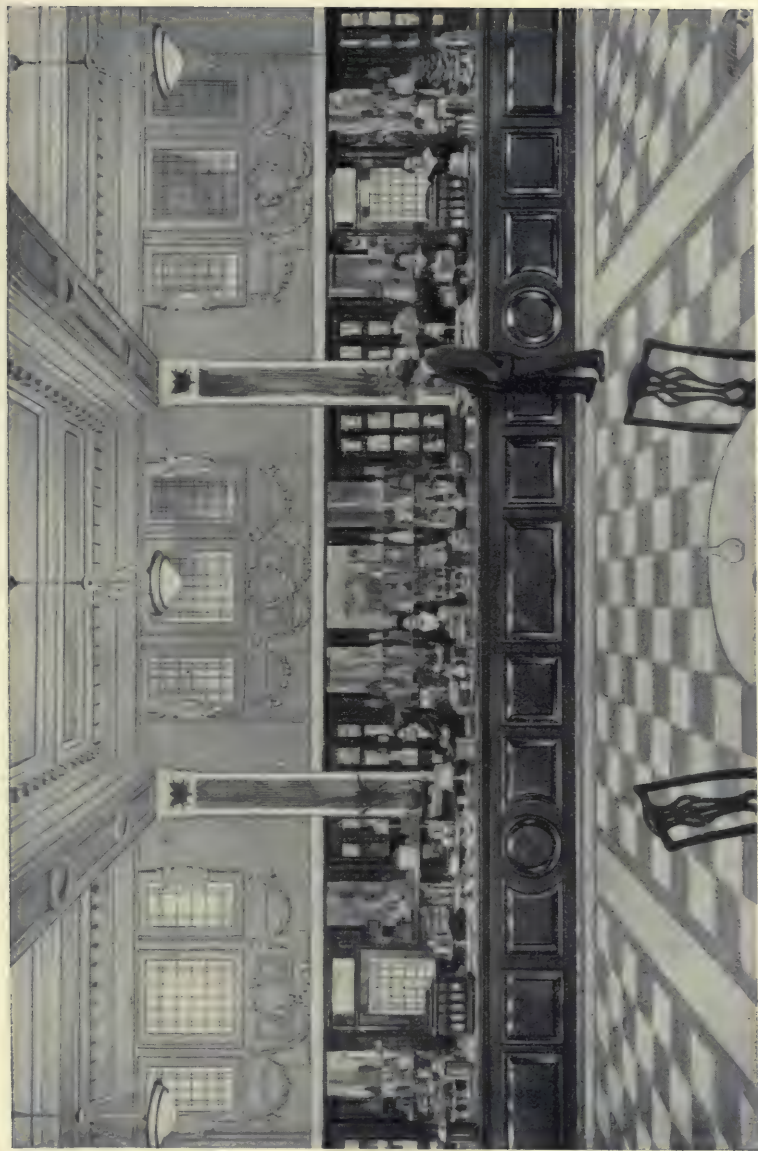
Between the show cases should be solid panels of the same wood as the rest of the woodwork, with glass shelves on heavy nickel-plated brackets.

Opposite the openings through the counter should be two sliding hatches, communicating with the service department; the hatches, when lifted, should slide behind the woodwork panels, and be supported by counter-balance weights.

Dumb-waiters, and cupboards consisting of two sets (or one set), on the side walls, in the public portion of the room, should be fitted, so that one cupboard is placed on either side of the dumb-waiter. The above, it must be admitted, is a counsel of perfection in bar-fitting for a Restaurant service.

Excisable Liquors.—Spirits are dispensed in quarterns, or gills, or fractions of this quantity—that known as a six to the quartern, or “six out,” is the measure now in use generally.

What is known as “three out” is a “double.”



[Fittings designed and carried out by L. Lumley & Co., Ltd.]

MODEL BUFFET BAR

The spirits are placed in bottles, with the optic measures attached, and inverted on the special stand.

The spirits most generally asked for are: whisky (Scotch), whisky (Irish), gin, rum, and brandy.

Of these, gin, once described as the balsam of Bedlam, is a rectified spirit, and does not improve by keeping.¹

The remaining four spirits, if of good quality, do so. Of these rum, and brandy, and Irish whisky, and also gin are in plentiful supply. Scotch whisky is not—at least not the “Special” brands.

All these spirits must be stocked in two ways: (a) in bulk, (b) in bottle; but, when exposed for sale in the bars, they should be displayed in bottles.

It is important that spirits should be sold in the bottles belonging to each; thus, it is illegal to sell Dewar’s “White Label” in a Buchanan’s “Black and White” bottle, or to put bulk spirit in a labelled bottle of either. That would be fraud on the public, and short-sighted also of you, as it would damage your goodwill.

So your bulk must be put into a bottle under your own label, or none at all. The former is preferable.

I will now set out the prices at which the various spirits are generally retailed, at present, in saloon and public bars respectively, when sold in nips, from a “six-out” measure, at a strength of 35 u/p.

	Saloon Bar.	Public Bar.
All except Gin	8d.	6½d.
Gin	7d.	5½d.
Port (2 out)	8d.	5d.
Sherry (2 out)	8d.	5d.
Port (3 out)	6d.	4d.
Sherry (3 out)	6d.	4d.

The duty on proof spirit is 72s. 6d. per gallon.

The duty on 30 u/p spirit is 50s. 9d.

The duty on a single bottle of whisky is 8s. 5½d.

I told you that you will get the spirits which you have in bottles inverted automatically accurately measured, but, as these inverted arrangements are expensive, you probably will not have sufficient to permit of the service of more than a few of the spirits, cordials, and liqueurs you desire to stock. For the remainder, therefore, it is best to revert to the old “six-out” measure.

¹ Messrs. Booth’s, Ltd., stock what they describe as the only matured gin, so that presumably they hold another opinion.

All the other patent measures require considerable experience, and are likely to benefit the bar-hand rather than the customer, and by no means increase goodwill. For off-trade, or where half-quarters and quarters are asked for, the inverted bottle is too slow a process. The best receptacle, then, is a clear glass graduated urn, which any Pewterer will make for you, to hold three or five gallons.

The sizes of the glasses you are likely to require are as follow :

For liqueurs	6 out.
For gin-and-bitters and for cherry brandy	4 out.
Large port or sherry	2 out.
Small „ „ „	3 out.

It is of the utmost importance to test the size of glasses.

If you sell spirits below 35 u/p you must keep on the receptacle, in prominent letters, a Dilution Notice stating at what strength you are selling.

If you are in a poor neighbourhood, you will probably find it pays you to reduce even down to 50 u/p, and sell at 4½d. in the public bar. Customers in the saloon bar will seldom like whisky below 35 u/p.

I have heard 35 u/p described as “As you like it,” and 50 u/p as “Measure for Measure.”

Have a first-rate draught port, in a nicely polished cask, surrounded by inverted dock glasses, on the counter; it costs but little more than an inferior article, and will pay you well, if good.

Dark brown sherry is also a good seller.

Beers.—A number of people always imagine that beer is brewed from deleterious materials, and retailed at outrageously high prices, as the following impromptu lines written by a famous wit to a no less famous Brewer in days long gone by, show :

“They’ve raised the price of table drink,
What is the reason, do you think?
The tax on malt’s the cause, I hear;
But what has malt to do with beer?”

You can assure your customers that no Brewers of reputation brew from any substance that is harmful to health, and that, if asked to pay more than their share towards the expenses consequent upon the war, their predecessors, in Sheridan’s time, had the same privilege. If, therefore, beer seems to be harmful, it must be, as the

old lady said, "On account of the exciseman's stick"! The mere fact that the beer in a Licensed House sometimes differs from the same quality at the Brewery is no proof that it is harmful!

Any deterioration in the quality must be attributed to the "tyranny of trade." Is not beer the great irrigator of Conservative principles?

Beer Prices.

Saloon Bars.

Public Bars.

Mild	8d. and 7d. per pint	7d. and 6d. per pint
Bitter	8d. " "	7d. " "
Best Bitter	9d. " "	8d. " "

The duty on beer is 100s. per *standard* barrel.

It has been suggested that it is wrong to rob the poor man of his beer. Is it more right for the Government, as a sleeping partner in the Trade, to rob the poor man *through* his beer?

Bottled Beers.

$\frac{1}{2}$ pints 6d. saloon bars only.
$\frac{1}{2}$ pints 8d. Bass and Guinness.

The average percentage of gross profit in a public bar is 18 to 20 per cent.

The average percentage of gross profit in a saloon bar is 35 to 40 per cent.

The following are the sizes of receptacles (usually glasses) for the sale of beer:

Quarts.

Pints.

Half-Pints.

Five to the Quart (commonly called a "glass" of beer).

Note: if a half-pint is asked for, a Government Stamped Measured Glass must be supplied.

If a glass is called for, it may be supplied in a five to the quart glass.

All other measures of beer must be sold in pints, quarts, or gallons, and not in fractions.

It is illegal to serve over measure in the sale of beer, and it is equally an offence to sell under measure.

The particular sizes of glasses you use for soda-water, bottled beers, etc., do not signify, as regards measure.

You are bound, by law, to have stamped pint and half-pint glasses or mugs.

Opaque mugs are not now generally popular, as customers take a great deal of pleasure in criticising the condition of the beers they buy. A few tankards for the saloon bar are necessary.

If measures become dented or bulged, they should be taken out of the bar, and correct ones substituted, as a prosecution would result in conviction.

Most of the operations, which, in the ordinary way, you would imagine to be simplicity itself, require considerable dexterity and experience—in a rush trade particularly.

For example, in pouring out naturally conditioned bottled beers, which carry a sediment, such as Whitbread's, the bottle must be inverted, so that the liquor, but not the sediment, is poured into the glass, and the operation requires the service of two hands—one for the bottle, the other for the glass.

Again, the right way to serve spirits from a thimble measure, in a rush, is to hold the measure and glass in one hand, so that no liquor is lost; leaving the other free for the turning of the tap.

It is everything to have your paraphernalia to your hand; as far as possible, arranged so that you need not stoop to reach for it, *e. g.* cork and crown-cork extractors.

Beers should carry a "head." Customers like them brilliant and clear. They must never be served dull, sick, tart, or thick. A certain lively cloudiness denotes brilliancy of condition.

In Scotland, beers are almost invariably drawn through the engine, under pressure from below, and this undoubtedly ensures better condition. Some Brewers, however, do not like the use of carbonic acid gas.

The expert bar-hand sees that the glasses are clean and dry on the outside, before handing to a customer, and also that the counter top is kept dry and clean, as well as everything upon it. The beer service counter should be kept as clean as possible.

In a busy house it should be the sole duty of one or more persons to collect glasses, which are apt to be left anywhere and everywhere. Customers are frequently so absent-minded as to take them outside and put them in their pockets. I have known one hundred dozen to

disappear in the course of a single week, from one house, in this way. Yet glass thieves are most difficult to detect.

A bar-hand should learn how to "get up" the different types and classes of bar; it requires some artistic taste and skill to dress a bar.

All spirits depreciate in strength sooner or later, if they are not consumed within a reasonable time, but I have noticed that rum is frequently the most unfortunate.

It may seem irrelevant to make such a suggestion here, but rum is a greedy spirit of dark and malevolent colour, which readily absorbs the flavour of almost any other liquid.

Some bar-assistants are adepts at mixing cocktails of rum, and counter splashings, as a kind of surprise to the customer, who is generally quite unmindful of the thoughtfulness displayed, and, therefore, leaves the bar without a word of thanks! The Officer of Excise, having no taste, is singularly unappreciative of these mixed drinks, and very quick to detect them!

If brandy were to be similarly dealt with, the adulteration would be immediately noticeable from the taste.

Even beers are not always what they seem, and the beer engine is a worthy ally of Ananias, when several classes of beer, at different prices, are on tap. Hence, some people consider that beer in bottle is of better quality than that in the cask.

Lest I be accused of lack of respect for "Beer, Beer, Glorious Beer," let me say at once that nothing can be of greater importance in the eyes of your Brewers, and customers, than the condition of your beers. I have known each, in their several ways, to show striking attention to it!

Even this is better than the action of the saloon bar customer who merely left his glass unfinished. When remonstrated with by the proprietor, he replied: "It is not to be found fault with. One must not speak ill of the dead!"

Silent reproaches, when accompanied by a decrease in receipts, are a mournful reminder that you may be the victim of some ghostly visitation which waters the beer. You may even be conscious of departing spirits, and yet find it difficult to lay the phantoms, which you can only do by collaring the cash, or the delinquent.

It is sometimes asked whether barmaids or barmen are the better. As Shakespeare says : " Comparisons are odorous." One can only answer by asking whether men or women are the better, though woman has been described by one of themselves as " only one of Nature's agreeable blunders."

I think that, in a rough house, in a low neighbourhood, or in a very busy house, with a public bar trade mainly, men are usually to be preferred ; though quarrelsome and rowdy characters will, usually, respect a woman more.

A really good barmaid will restrain heavy drinkers, and do it tactfully. She will never answer back so as to offend, but be ready with a quick answer, to the point, that must, however, not wound.

One of the great difficulties of the Trade is the matter of staff drinks. On the whole, I think they should be abolished, in regard to all departments, except, possibly, the kitchen staff, because they work under trying conditions, and require some stimulant. The bar staff, because they will have it, if they want it, whether it is given them or not, should have an allowance.

The bar-hands should be paid a bonus, based on percentage shown by the stocktaking.

They should never be allowed to drink with customers while behind the bar.

They should be well-dressed and smart, and regard themselves as professionals while there, and so, too, should the proprietor, so long as he is there. The smoking of fags behind the bar, or the existence of dirty, untidy, and unclean conditions, spoil the customer's enjoyment.

Some attempt should be made to entertain the customer—unless a rush is on—and then, the sooner he goes the better. Part of a man's reason for coming to a licensed house is that he may receive entertainment and find company.

Bar-hands, therefore, should be chosen, first of all, for their honesty, then their dexterity, and knowledge of the law, and of human nature, and ill-nature, but also because of their power of entertainment and amusement.

The *Chucker-out* or *Doorkeeper* may be described as the St. Peter of our Trade, and sometimes he has to suffer martyrdom on account of his calling, though his best weapon is his tongue. He prevents the ingress of

undesirables, as far as he can, and speeds the parting guest. Only houses with a rough, or rush trade, need his services, and, unless he is tactful, he may do more harm than good. Where, however, the police have complained, or are about to complain to the Justices, or are watching your house, the employment of such a man may save trouble.

He may also be employed for collecting glasses, cleaning pots, and general cellar work.

Murky stories should be sternly discouraged in a bar; a smoking-room, if anywhere, is the place for them, not where men and women congregate.

Anyone who is experienced in the Trade has as high an opinion of bar-assistants, especially barmaids, as those who never frequent a bar, have a low one. Have we not the authority of Cardinal York for saying that Queen Anne's grandmother was a tub-woman—the barmaid of that period? This poor opinion may be due to jealousy, for Barmaids always have beautiful hair, which frequently assumes new tints, like a sunrise.

Some barmaids are too confidential, and show a decided preference for particular customers. These are no good to you as proprietor.

Bar-hands, of either sex, should be pleasant to look at, and dress to make the best of themselves, but beauty does not necessarily pay. Keen powers of expressing sympathy do, especially in listening.

It is often said, and not entirely without truth, that barmen and barmaids require watching—so does every part of the house.

But watchfulness does not mean suspicion, spying, or anything that could cause discomfort, or injustice, to those who are working for you.

There are, however, very many tricks that are resorted to by dishonest assistants, most of which can only be learnt by experience. Their ingenuity is worthy of a better cause.

When discovered, if proof is sufficient, prosecution should follow. If proprietors ceased merely to dismiss dishonest employees, and sent them where they ought to go, dishonesty would be diminished.

One common practice is particularly easy, in a "rush," and should be looked for. A number of persons order

drinks, and their money is collected, in the hand of the bar-assistant; he or she goes to the cash register, rings up the amount of only one or some of the drinks, and only part of the money received is paid in and recorded. The rest is slipped into his or her pocket, or elsewhere, and appropriated.

Another practice is the dilution of spirits, and here comes in the use of the hydrometer, an instrument for testing strength, *i. e.* the proportions of alcohol and water. If dilution is effected without caution, the spirits will be cloudy.

Another is, in the absence of a cash register, to take money out of the till.

Another is to obtain possession of the duplicate key of the cash register (two are always supplied), and tamper with the record.

Another, to put the cash register out of order. Remember that the value of a cash register is limited by one thing. The cash must go into it. If this happens, it may be admitted that the cash register does the rest. For a small house, the American safety alarm till, with key-board attachment, is the best.

In a busy house, the record of the register should be read, and recorded, every hour the house is open.

There is a cash register by which a non-resident proprietor can check a manager, by having a private record, to which he alone has the key.

Bar-hands can also cheat by putting their thumb, or forefinger, in it, when filling the spirit measure.

By giving a less expensive quality than that demanded and paid for.

By giving a large proportion of the less expensive ingredient when mixing a mixed drink.

This is why American Bars earn so high a percentage, and are so popular—with licensees.

By serving beer in a "five out" glass, instead of a half-pint, a great deal is saved; so, also, by using a false or dented measure.

The two most serious dangers you have to guard against, as regards your staff, are gambling and collusion.

If your bar-hands are inveterate gamblers, or are spending more money than they earn, it is more than likely that you are paying for it.

No method can be devised to stop leakages.

There is but one way of checking them, and that is by a thorough control system, rigidly adhered to, by stocktaking, and a sound book-keeping system.

These we shall discuss at a later stage.

If leakages cannot be detected by any of the methods we describe elsewhere, you can either ask the assistance of competent stocktakers to help you find them, or make a complete change of your bar staff, or of any whom you consider unsatisfactory.

Do not hurriedly accuse anyone of dishonesty, particularly in the presence or hearing of any other person, or you may find yourself the defendant in an action for libel or slander. My advice, in the event of detection of any dishonesty, is not to give anyone another chance, and to let this be understood.

It is not fair to the rest of the staff to do so, and example goes for much.

Try to get an interview with the person who gives a character or reference of a bar-hand, or, better still, someone known to you. One of the unfortunate results of the present system of letting houses to tenants is that bar-tendering is a blind-alley employment, and thus the opportunities of rising are very remote.

With the buying of wines, and spirits, and liqueurs, as well as cigars, we have dealt already.

Supplies of Light Refreshments in Bars and Buffets.—These usually leave much to be desired.

There is not the opportunity of doing much, in this way, in all places, but when there is, full advantage should be taken of it.

At the back of the bar some service place, analogous to a still-room, which we have already described, should be rigged up, and, if there is an opportunity of doing a very large trade, lifts should be installed from the room to the kitchen. Lifts should be in pairs, and it is important to have even hand-lifts installed by specialists, as they must be light, and run easily and quickly, and so arranged that they come to rest easily, without any jolt or jar. The usual lift is eighteen inches inside measurement. Much thought will repay you in regard to this department.

Unless you are in a Jewish or Roman Catholic quarter,

I should avoid having such dishes as fried fish, whose odour is decidedly unpleasant to those who do not wish to partake of it.

Do not stock dull biscuits supplied as a speciality to Licensed Victuallers.

Keep all baked articles, such as biscuits, and buns, scones, etc., in air-tight receptacles, and see that the lids are on.

Before each opening time, or meal-time, pass biscuits through an oven, and serve them crisp and warm.

In cold weather, serve up things hot, and, as far as possible, cook them specially for each customer, on the salamander.

Thick buttered or oiled toast is the best basis for most things of this kind, *e. g.* grilled kidneys, with a little minced parsley, etc., toasted cheese, buttered or poached eggs, roes on mushrooms and toast, and so on.

Sandwiches should be cut as required. Stock the best cake, and not cheap dry stuff that chokes one.

Let everything be fresh, and nicely served. Tablecloths are not desirable in a bar, except neatly flat-folded napkins on the covered sandwich dishes.

Do not expose oily things, such as staring sardines, to the air, and chillies, olives, and so on can be taken out of a bottle as required.

There is a great demand for a really good quick stand-up lunch, in many places.

If this is supplied, comfortable high stools should be provided, and a good running table can be provided at the back of the bar on the customers' side, with let-down hinges not more than twelve to fourteen inches wide. It serves also for glasses.

Clear away all *débris* as it accumulates. Concentrate the various goods you are selling in sections. For example, have the Coffee Bar, all your Tobacco supplies, your Oyster Bar, Light Refreshment Bar, Ice-cream supply, your Beer and Liquor supplies—each section—quite distinct, if contiguous.

If it can be arranged, a criss-cross wire erection should be available, to cover up the whole of the licensed section during prohibited hours, and keep it locked, to avoid the risk of a prosecution for selling during prohibited hours: for instance, while open for tea.

The off-license or full bottle department should be at the furthest end, and, when possible, in a separate, partitioned-off bar to the "on" section, so that there can be no connection between them.

If a customer in the on-section requires a whole bottle, the barman should take the money, and pay it to the off-license server.

A Public Bar should never be contiguous to, or have a common counter with, a Saloon Bar. Even separate bar-hands and tills are not a safe check. Unless these points are attended to, there will be no check, as retail prices differ vastly in each bar.

The Bar should be well equipped with flasks, for serving small quantities of spirits, or port, and half-bottles of each should be available.

The distance between the back of the bar and the back of the bar counter (which latter, by the way, is too narrow, as a rule) is an important item. The correct width is 4 ft. to 4 ft. 6 in., clear of all excrescences; for example, room must be left clear for two people to pass each other easily, without getting in each other's way, even when the cash register drawers, which extend a foot, are wide open.

It is as well to recess the cash registers, if possible, and, when forming the back of the bar, allowance should be made for them by the provision of a wide strong shelf.

A cash register is required for each section of the bar, if the trade is a large one.

For a quick rush trade, it is much better not to use a cash register at all, but either a slit in the counter, and a very reliable person to pick up and count the cash, or, better still, a series of open money-changers, which are commonly known as Cox's Till. A human cash register, who is reliable, is the best, because that person can see that the money really reaches its proper destination.

It is most important to so design a house that all parts can be surveyed from a central position.

The separate entrance, so advisable, to the dining-room must be surveyed, to prevent undesirables loitering in it.

In a public-house, the dining-rooms should be situated behind the bars, when possible, with a hatch from the lift opening into one of them. There should also be a half-door under the hatch, for service when required.

Between the back of the bar and the dining-rooms are the places for the service and preparation room, which should have a hot-plate immediately alongside the lift opening.

If possible, have a large, wide open fireplace in every bar, not recessed in a narrow alcove, where two or three customers can monopolise it, to the exclusion of everyone else.

Glass partitions, standing on wooden partitions, four feet above the floor level, should be placed at intervals round the walls of the room, thus giving privacy to little coteries, and yet giving full observation from behind the counter, at all points,—the idea is something like the old chop-house.

My view is, that all town public-houses should, if they are small, be either all public bar or all saloon.

If this cannot be, then, if the trade is considerable, they should be partitioned off from one another completely.

Instead of having the sink of the beer engine partitioned off, a series of appropriately shaped enamelled vessels, for standing in the sink under the beer taps, to take the appropriate waste, may be preferable, as being less expensive.

Then you can use one of Gaskell and Chambers' Beer Utilisers, which enables the filtered waste to be drawn up along with the beer from the barrel by an ingenious arrangement.

When you are about to take a house from a Brewer, assuming it to have been a public-house, the value of it for letting purposes is generally based on the liquor trade, and the liquor receipts are usually the only ones known, and often, when the house is not tied for spirits, only the beer receipts can be relied upon.

Very few publicans keep books, or, if they do, they are not worth the paper they are written on.

You must, therefore, fall back on the barrelage supplied to you by the Brewery.

You will then calculate how much is draught, and how much bottled, and how much of the draught is mild, and how much bitter, and get at the percentage of profit on each variety, having armed yourself with the purchase and selling prices.

Having calculated, as well as you can, the probable

gross profits of the turnover, you will then try to find out whether the neighbourhood has lately changed, or is about to change, or whether the previous figures were normal ones, and, therefore, to be relied upon for future guidance.

If you think they are, you make the following little calculation : say the receipts are £100 a week for liquors, and that £50 per week of this amount is attributable to the saloon, and £50 to the public bar. You then say one-fifth of £50 will be my gross profit on the public bar trade, *i. e.* £10, and 30 per cent., possibly 33 per cent., is my gross profit on the saloon bar trade, say, at our present figure of £50, £16. Add £16 to £10 and you have £26. This should be, approximately, your weekly gross profit, out of which you must pay rent, taxes, rates, license duty, compensation charge, living expenses, gas, water, electricity, repairs, renewals, household expenses, and every other expense.

You must try to calculate what each of these will amount to, total them up, and see whether they come to less or more than £26 per week.

The mere fact that this calculation shows, on the basis of the last tenant's figures, a profit, or loss, does not, of itself, warrant you in coming to a definite conclusion whether or not you should take or refuse the house, but it is a good indication.

You require advice in addition to this.

Although this matter has already been dealt with in the first chapter, I have used the calculations here for the purpose of showing the importance of a system of bookkeeping, however simple, that will enable you to tell how you are going.

You must, for instance, know what staff you can afford to keep, and what wages you can afford to pay them.

It is partly due to the lack of this simple precaution that you find so many houses let down, or not used for the purpose for which they were designed.

Much better have no department at all than not make it pay.

But, often, when it does not pay, it is because the proprietor has made mistakes, and does not see what is required to make it a success.

We have seen that your bar assistants require constant supervision; so too, equally, do your customers, and you

have to manage both without being officious or interfering. Bar customers represent two main dangers, sometimes three.

They occasionally come in drunk, or get drunk, and this without any previous indication of it.

They may use your house for gaming or gambling (including betting), and occasionally prostitutes are a trouble. Sometimes there is serious quarrelling, and even fighting. Avoid using force, if anyhow possible, at any rate until you have argued your man close to the door, then, if strong enough, you may be able to put him out. He may reproach you at the time for suddenly dissembling your love, but will generally understand next day why you have kicked him out.

"A knock-down argument—'tis but a word and a blow." All delays in innkeeping are as dangerous as in war.

If there is a real row, lock your house up, after clearing everyone out.

If you have to get the police in to a bad case, you should prosecute, unless you are also at fault, or your bar assistants are, which is much the same thing in the eyes of the law.

It annoys the police to be called in, and then to have no credit for their aid.

If customers ask you to drink with them, you have always the opportunity of substituting a non-alcoholic beverage, so far as you are concerned, or of accepting a cigar instead, or mixing a very weak drink for yourself.

The best rule is not to drink between meals, or, if you must, not to drink before twelve noon, or during meals. It is very wise to reserve your drink until after dinner, at night.

Unless you are careful, you will spend more money than you can afford on drinks and treating.

If you do have a drink or cigar, etc., or treat a customer, always pay into the till. Otherwise it puts out your accounts, and your stock. It is bad for your staff, who will readily do likewise, and the fact of placing money in the till shows your customer that you are spending money on him. Do not give orders to customers merely because they are spending a sum of money in your house.

The spending of 10s. on drinks by a customer is a much smaller discount than what you ought to obtain from a good order.

Besides, when warmed with liquor you are apt to over-buy, or buy what is unwise or unnecessary.

Char-a-banc Parties.—Tourist Agencies have, hitherto, generally attended to the requirements of those who desire to travel abroad, but they have always interested themselves in certain places of historical interest, and some of those famous for their beauty and climate.

With the growth of the motor char-a-banc traffic, people show a greater interest in the features of our own country, and there is no doubt that the Char-a-banc Companies are most anxious that the general standard of Hotels and Inns should be raised.

Certainly this trade is one of which you should, if you have the opportunity, avail yourself to the fullest extent. If you cannot put up all the guests yourself, you should make arrangements, during the winter, for your neighbour's spare accommodation, when required, in summer-time. You will be more likely to make satisfactory terms then.

In these remarks I include the Motor Omnibus Companies.

You will have to treat the Drivers and Conductors handsomely.

There is, however, a class of beanfeasting customers who go out for the day, of which you will have to be very careful, though, unless you are likely to drive away other customers, I do not advise you to avoid their custom, as it is very profitable.

With this class you must take the greatest care in seeing that they do not drink too much, and that they do not, thoughtlessly or otherwise, take away your glasses as souvenirs.

Some local inhabitants and Justices are apt to suppose that noise and jollity are indications of drunkenness, so that you must be especially careful if your house is situated near a church.

Moreover, your customers may be subjected to a prosecution for offending against a local by-law, relating to obstruction, by leaving cars in crowded thoroughfares.

As such a case would damage your goodwill, you should

see that your outside man, or porter, gives warning to those concerned, and try to mollify the police.

The bar will be furnished with long narrow tables, and comfortable chairs with arms, and the saloon bar with a few easy ones, not too low, and very strongly made, covered in leather, cowhide, rexine, or pegamoid, but never in stuff. Have no trade advertisements or trade ornaments, so called, in your bar.

Some attractive pictures help to furnish the room.

Fix a fine canvas dado up to 4 ft. 6 in. all round the walls; it can be painted any colour, and is very durable.

Old gold is an attractive and good wearing colour.

On closing up the bars, at any closing time, be very careful to see that the doors you mean to be closed are bolted. Keep carefully all empties and corks.

The latter are useful in many ways. For instance, in the case of damp walls, by cutting them in strips, and nailing them on to the back of the pictures, they will save them from being spoilt.

Then, too, they are useful for the off-license department.

I recommend you not to serve children under sixteen, even with sealed and stoppered bottles, as you may do if the children are over fourteen.

The methods by which you can best check your departmental sales are as follows:

Keep your food money in a separate receptacle and the remaining receipts (if you have no side-lines of any importance) in a till together.

Place a known quantity of cigars, cigarettes and tobaccos, and minerals in the bars each morning, sufficient to make up your usual quantity with what was left at the end of the night before. Count up again at night, and calculate how much money is attributable to the consumption of each, and what is represented by your consumption totals your receipts for tobaccos and minerals for the day. All the money left is, therefore, attributable to alcoholics.

Thus, say you have taken £10—£2 of this is in your food till, and £8 in your other till. You find you have consumed four dozen minerals at 4d. = 192d. = 16s., and you have sold thirty packets of cigarettes at 6d. = 15s.; 16s. plus 15s. = 31s.; 31s. from £8 leaves £6 9s.

Therefore, you have taken £6 9s. for alcoholics, 16s. for minerals, and 15s. for tobaccos.

Add these up in an addition sum thus :

£	s.	d.	
6	9	0	Alcoholics.
2	0	0	Food.
	16	0	Minerals.
	15	0	Tobaccos.
<hr/>			
£10	0	0	
<hr/>			

This operation will take very little time, and so will the keeping of the other books.

Anyone who is too slack to keep them is unfit to conduct a public-house.

When you send out spirits, wines, or beer bottles, make a charge for each bottle, which can be returned when the bottles are brought back.

I have known some beer-drinkers, holding evangelical religious views, who prefer to have bottled beers delivered at the house after dark, or in company with groceries.

Keep a note of the number that go out and come back, and see you do not have other people's bottles foisted upon you.

Take care that your chargeable empties are not broken up for firewood.

If people desire to consume alcoholic liquors of their own instead of yours, you are entitled to charge them a sum for "corkage" equivalent to the loss of profit which you will sustain thereby, but the guest must be warned of the charge beforehand.

RECIPES FOR MIXED DRINKS.

Here are a few Cocktails and Cups.

Champagne Cup.—Put a lump of ice in a jug and add :

One liqueur glass of Benedictine,
 One liqueur glass of Curaçao,
 Two liqueur glasses of Brandy,
 One bottle of iced Champagne,
 One bottle of Soda-water.

Stir well and put in some cherries and strawberries.

Claret Cup.—Put a lump of ice in a jug and add :

One liqueur glass of Benedictine,
One liqueur glass of Curaçao,
Two liqueur glasses of Brandy,
One bottle of iced Claret,
One bottle of Soda-water.

Lemon-juice could be used instead of Benedictine.

Hock Cup.—Put a lump of ice in a jug and add :

One liqueur glass of Curaçao,
Two liqueur glasses of Brandy,
One bottle of iced Hock,
One bottle of Soda-water.

Martinez Cocktail.—Fill a glass half full with broken ice and add :

Two dashes ($\frac{1}{3}$ of a teaspoonful) Orange Bitters,
Three dashes Curaçao or Maraschino,
 $\frac{1}{4}$ gill Dry Gin,
 $\frac{1}{4}$ gill Noilly Prat Vermouth.

Stir well and strain into serving glass, add olive, or cherry, and squeeze lemon-peel on top.

Manhattan Cocktail.—Fill a glass half full with broken ice and add :

Two dashes Angostura Bitters,
Three dashes Curaçao,
 $\frac{1}{4}$ gill Scotch Whisky,
 $\frac{1}{4}$ gill Martini Rossi Vermouth.

Stir well and strain into serving glass, add cherry, and squeeze lemon-peel on top.

Champagne Cocktail.—Put a lump of sugar in a wine-glass, and soak it with Angostura Bitters; squeeze essence of three pieces of lemon-peel into glass, and add one lump of ice; fill glass with iced Champagne; stir slightly, and put piece of lemon-peel in the glass.

Martini Cocktail.—Fill a glass half full with broken ice and add :

One dash Orange Bitters,
 $\frac{1}{6}$ gill Martini Rossi Vermouth,
 $\frac{1}{3}$ gill Dry Gin.

Stir well, and strain into serving glass. Squeeze lemon-peel on top.

The quantities mentioned for Cups are sufficient for four persons.

One bottle of Champagne is sufficient for six Champagne Cocktails.

One wine-glass measures one gill (more or less).

Mulling of ale, which is the direct descendant of the ancient Wassail Bowl, akin to the Lamb's-Wool of which Herrick writes in his *Twelfth Night*, is effected by warming and adding sugar, nutmeg, ginger, and other spices.

Claret is also an excellent drink, mulled, in cold weather.

The following fragment of Greek verse, written by the author (to order) *circa* 1895, inspired by the Tippling Act, may conclude this chapter.

SCENE : A Bar, in a Military Area.

CHARACTERS : A Bar-maiden, A Soldier.

She (hopefully). *τις ερχεται ?*

He (confidently). *όπλιτης πωσ.*

She (carefully). *τινος γαρ δει ?*

He (quickly). *ποτον κερωσ.*

She (suspiciously). *όβολος δε που ?*

He (with feeling). *έλαθομεν δε.*

She, who had had some previously (with heat). *οικου απ' οικου βρεχθεις μεθη.*

[Exit Soldier, to try elsewhere.

The Classic has been translated into the vulgar tongue as follows :

Who comes here ?

A Grenadier.

What d'you want ?

A pot of beer.

Where's your money ?

I forgot.

Get you gone you drunken sot !

CHAPTER XI

STOCKTAKING

“ Art thou there, truepenny ?
Come on,—you hear this fellow in the cellarage.”
Hamlet, Act I, sc. v.

THE implements for Stocktaking are set out in our discussions on the Cellar, and we have already satisfied ourselves of the paramount importance of good stocktaking, regularly done.

This subject overlaps the next, Book-keeping, and is, really, a form of Control.

If the cellar and bar controls are properly worked and carried out, they will check the Stocktaking to a great extent.

Thus, take bottled goods in a cellar, the cellar stock-book or bin-cards (whichever are used) will check that stock, provided they are accurately written up and regularly used.

Books not rightly used are more trouble than no books at all, and not of much greater use.

The objects of Stocktaking are to show the proprietor what his sales of each class of goods have been over a given period, and what class of goods is not being turned over—so that it is an aid to buying.

It also shows what leakages (if any) are taking place, and often where they are; and without it no balance sheet or profit and loss account can be compiled.

It ascertains what gross profits are being earned, and what percentage is being shown in each department.

Yet, in spite of all this, hundreds of proprietors never dream of taking their stocks, nor of having them taken. Few, even, are capable of working them out, and some cannot read them when the calculations are sent to them.

In order to assist stocktakers in their duties, and to prevent mistakes in stocktaking, it is essential to keep all stocks in order, and prominently displayed, and to arrange

them so that stocktaking is rendered as rapid and simple as possible.

All bins, jars, and casks must be properly carded, but the mere fact that the cards are duly marked up, as they should be, is no excuse for not counting them or measuring the contents.

Stocktaking should be done by the Stocktaker, assisted by the proprietor (or cellarman in a very large house). One should do the counting, and the other the writing down, and they should check each other.

This is a good time for observing the condition of corks, and the general state of the cellars and stock, and for throwing out ullages or damaged stock.

In the event of any shortage of stock being suspected, dipping is not enough, the contents should be turned out into standard measures, and then poured back again. This is not so easy a business as it sounds, and it requires uninterrupted attention.

It is not of much use to blame the supplier for short measure. Short measure is rarely given, and is difficult to prove. If it does occur, the wet dip will not be accepted as proof. The contents of the vessel must be emptied into standard measures, in the presence of a reliable witness, and every care taken to see that no mistake occurs.

The counting of packed bottles in a bin is no simple matter, to an inexperienced person.

In small country inns, where a large trade is done in beer for consumption off the premises, proprietors should measure all beer in a pint measure. Most bottles used for this purpose hold five and a half gills, hence, if bottles are filled without careful measurement, a serious deficiency in stock will result. In addition to the loss which may be occasioned, it is a serious offence to give more than the measure asked for.

When the stock has been taken, and worked out, prior to which you must see that all the added stock is included, the result sent to you in detail may show an apparent shortage.

This you must tackle at once, as a leakage may be continuing.

(1) Check the calculations and quantities, and see if there is any apparent error in the sheets.

(2) See if there appears to be any abnormal or surprising consumption of any article.

(3) Watch your till and staff.

(4) See that your cellar and cellar flaps are secure, and your bars locked at night, and during the closing hours, and not left unattended during the day.

(5) Communicate at once, by post, with the Stocktaker, in the event of any discrepancy, and give full particulars in tabular form, showing differences.

(6) See that the prices charged by you and your assistants agree with those in the stock-sheet, and that both agree with the Bar Tariff.

Be sure that you give the Stocktaker full particulars of all goods, both liquor and food, as well as amounts owing (if any) from sales on credit, or by visitors having an account of a week or less.

Food Stocktaking.—A Stock Book of all consumable goods must be kept in all houses where food is paid for by a Company, *i.e.* in managed houses.

The amounts in hand, and all new purchases, together with dates of arrival, must be entered on the left-hand page, and all goods issued, with date and quantity, on the right-hand page.

This will enable you to keep a check on your food profits, and to avoid leakages and waste.

In the stocktaking of foodstuffs, the proprietor must be careful to have quantities, weight, and description of goods ready, and also cost prices.

He should be careful not to forget any consignments of case goods that he may have stored away.

Before a stocktaking which is to form the basis of a balance sheet can be taken, the following arrangements are necessary :

(a) All consumable stock, such as ale, liquor, minerals, tobacco, food, fodder, etc., must be carefully arranged so that number and quantity can easily be arrived at.

(b) Empty cases and bottles should also be counted, and sorted, beforehand.

(c) Horses, carriages, petrol (including empty cans), live-stock, and any goods dealt with, must be entered on a list, handed to the stocktaker, and checked by him.

(d) All empty beer and mineral-water bottles and cases,

and all syphons should be returned to the respective merchants before the stocktaking.

I shall refer presently to the use of the Slide Rule, Hydrometer, and other Stocktaker's implements, but proficiency in their use can only be acquired by practical handling.

I should, perhaps, add that the Slide Rule is invaluable when valuing and reducing spirits, for gauging ullages in a cask, for finding the contents of a square, oval or spheroid cask, or of an oblong or parallelogram.

Siike's Hydrometer is necessary for ascertaining the strength of spirituous liquor, and, despite its limitations, is much easier to handle than the Slide Rule.

Another implement, in addition to those mentioned in our chapter on the Cellar, is a glass receptacle called a *Spirit Diver*, for taking samples for testing purposes. There is frequently a difference of two degrees in the strength of spirits drawn from a large receptacle between the bulk and the liquid near the tap. In the event of a prosecution, this may be an important matter.

The stocks, having all been taken in a "rough book," are extended into a book which on each two pages (facing each other) allows of six or eight stocktakings, the items being written only once.

This plan has the double advantage of saving labour, and of showing at a glance how one stock compares with the several that have preceded it, thus facilitating the discovery of leakages, by showing abnormal consumptions.

One column will have the stock on hand at the last stocktaking, the next, goods added since; then, by deducting the amount of the present stock in the third column, you get the quantity consumed.

In regard to dry stores, you will keep a record of your stock either by Bin-cards or by a Dry Stores Stock-Book, if the trade is a large one.

Anything likely to be damaged by rats or mice should be kept in enclosed tin canisters, or large empty biscuit-boxes.

Gauging is an integral element of stocktaking, but it cannot be learnt by reading.

I propose, however, to try to give some instruction on the use of the Slide Scale Rule, and I prefer that of Joseph Long of Eastcheap to Farmar's Rule, which is more difficult to understand.

First as to the valuation and reduction of spirits.

On the lower part of the C. D. side of the Rule you will find the different strengths of spirits given from 84° under proof to 70° over proof, opposite to which, on line E, are gallons from 20 to 200, for the purpose of reducing from one strength to another, and line F shows the comparative value from 3s. to 30s. per gallon.

To the right of proof (on the Slide) is over, to the left, under proof.

Example in Valuing.—Suppose a spirit to be 20° over proof, and worth 18s.¹ per gallon; place the Slide so that 20° over proof shall be facing 18s. upon the line F. Then, opposite every other strength, will be found the value in proportion.

Proof will be worth 15s. per gallon.

10° under proof, 13s. 6d. per gallon.

Again, suppose 10° over proof worth 12s. 6d. per gallon, place the Slide so that 10° over proof shall be facing 12s. 6d. on line F, then the value of proof will be 11s. 4½d. per gallon, 10° under proof 10s. 2d., 20° under proof 9s. 1d. per gallon.

Again, if proof is worth 5s. per gallon, then 20° under proof will be worth 4s. per gallon, and so on.

Example in Reducing.—Suppose 130 gallons of spirits, 40° over proof, is required to be reduced to proof, place the Slide so that 40° over proof shall be opposite 130 on the line E, then facing proof on the same line will be found 182, the number of gallons to which it is to be made up.

If 100 gallons of spirits, 20° over proof, is to be reduced to 20° under proof, fix the Rule so that 20° under proof shall be facing 100 on the line E, then, facing 20° under proof, will be found 150, the number of gallons required.

Again, if a cask of 120 gallons is to be filled with a spirit 30° under proof, place 30° under proof opposite 120; the number of gallons of any superior strength requisite to be put in the cask is immediately shown by inspection.

If the spirit is 10° under proof, facing 10° under proof will be found 93½ gallons, the number required.

If the spirits are proof, opposite will be found 84 gallons (nearly), the quantity required. If 20° under proof, 70 gallons will be the quantity of spirits requisite. The remainder will be made up with distilled water.

¹ The examples are based on pre-war prices, and are from J. Long's Tables.

By this side of the Rule stocks may be taken and charges estimated by placing the strength opposite the quantity, then, opposite the strength it is to be taken at, will be found the exact quantity of such spirits.

Suppose in 170 gallons of spirit there are 40° under proof, how many gallons of proof will there be?

Place 40 under proof on the Slide opposite 170 on E, then, facing proof, will be found 102 gallons, the number of gallons contained in 170 of 40 under proof.

If any lesser quantity than 20 gallons, 100 may count for 10 gallons, 180 for 18, 90 for 9, etc., to any small quantity, in which case the whole gallons count as *tenths*.

The preceding observations and examples are more particularly applicable to the before described Rule, but the example is applicable to any Rule that has a similar line of gradations.

We shall not, here, enter fully into the method of gauging every description of vessel, but merely those that are to be met with in common practice.

It is not always possible to gauge every description of vessel by means of the Slide Rule, but it will be found to be practicable for all vessels which you are likely to utilise, and to give fairly accurate results.

All Sliding Rules for valuing and reducing spirits are similarly constructed, though the gradations are carried to higher and lower prices, and to greater and lesser quantities on some than on others.

In all cases the strengths are on the Slide, the divisions to the right of proof being over, and to the left, under proof.

After what we have already said, it is unnecessary to give further examples. It may be merely stated that the relative value of spirits, and the quantity of water requisite for reducing from one strength to another, are most readily found on any Sliding Rule by placing the strength on the Slide opposite the price on the stock, and facing any other strength on the stock, or by placing the strength on the Sliding Rule to the quantity on the stock, and facing any other strength (that it is required to be reduced to) on the Slide is the number of gallons it will make of that strength, on the stock.

The valuing side is easily distinguished from the reducing by the general arrangement of the figures; the distance

between the shillings being divided into twelve spaces, whereas the spaces between the figures on the reducing side are two less, namely ten.

The Sikes Hydrometer consists of a spherical ball with an upper and lower stem.

To the latter is attached a poise weight, to keep the instrument upright when floating in the spirit. The upper stem is a flat square or parallelogram, divided, on two sides, into ten principal divisions, numbered 0 to 10, and again subdivided into fifths of divisions.

There are nine weights, numbered, progressively, from 10 to 90, each weight being equal to the ten divisions on the stem.

Each weight will sink the instrument the whole ten divisions deeper than the preceding weight; the whole instrument is, therefore, divided into one hundred principal divisions, and again subdivided into fifths, making a total of five hundred divisions, or points of strength, at each degree of temperature.

As the tables or rules which accompany the instrument are calculated to show the strength at every degree from 30 to 80 inclusive (being 51 degrees), the whole range of judications, or points of strength, is 25,500.

It is important to note that not more than one weight must be put upon the instrument at once.

If it is too heavy it must be removed, and a lighter one substituted, and the reverse if it is too light.

The range of strengths of spirits found by the Hydrometer is from water to 69° over proof, or specific gravity .8156, taking water at 1000.

Accompanying the instrument is a thermometer. For warm climates, where the temperature is seldom below 80 degrees, tables and rules are calculated extending the temperature to 100 degrees.

It is very important to carefully wipe the Hydrometer dry, after each immersion in the spirits, to prevent oxidation, corrosion, and decomposition of the metal.

The Tables.—We now come to the use of the tables for ascertaining the concentrated strength of spirituous liquors.

These tables are so constructed that each opening is a table, comprising all the strength, from water to the strongest spirit, that can be proved by the Hydrometer,

at the degree of temperature mentioned at the top of each page, beginning at 30°, and ending at 80°, by Fahrenheit's thermometer.

In the columns marked "Weights and Divisions on Stem," the numbers 10, 20, 30, etc., at the top answer to the numbers on the weights.

The numbers down the column, under the respective weights, represent the numbers on the stem of the Hydrometer, added to the weights, and the single numbers .2 .4 .6, etc., are tenths of divisions on the stem.

The first thing to do is, to ascertain the temperature of the spirits. This is effected by pouring a sample into the Trial Glass, immersing the thermometer, and noting at what degree the quicksilver becomes stationary.

Open the tables at the same degree of temperature. Then place a weight on the lower stem of the Hydrometer, and immerse it in the spirits, gently pressing it down to zero (0) on the stem.

If it is the right weight, it will float to some division on the upper stem.

Note the division, and add to it the weight applied, which is the Hydrometer weight of the spirits.

Next look at the table, under the degree of temperature which the spirit has been ascertained to be, for the number of the weight, at the top of the column.

Look down that column for the division it floated to, on the stem, facing which, in the next column, is the strength of the spirits.

If the weight applied will not float the Hydrometer to 10 on the stem, a heavier weight must be applied; if it floats deeper than 0 on the stem, a lighter weight must be put on.

Directions for Use.—First immerse the thermometer in the sample of spirits to be tested. Stir the sample with the thermometer, and wait till the mercury is stationary, then, without removing the thermometer, bring the eye to a position exactly opposite the edge, or surface of the mercury, and note the temperature.

Immerse the Hydrometer, press it downwards till the whole divided part of the stem is wet. Observe the force required to sink it, as a guide to selecting the proper weight, and slip that weight on the bottom of the Hydrometer. Again immerse it, see that the whole is free from

air-bubbles, and, after pressing the instrument down, as before, to division 0, let it slowly rise to the resting-point.

Bring the eye to the level of the surface of the sample, note what part of the stem is cut by that surface, as seen from below, and add such part or division to the number of the weight, to obtain the indication.

It is to be observed that the stem of the Hydrometer above division 0 must not be wet.

It is therefore recommended that only so much of the sample as will cover that point be used.

The following items constitute the stock in trade of the Stocktaker :

Stocktaker's Bag with pockets for following items :

5 ft. 6 in. Folding Spirit Rod.

5 ft. 6 in. Jointed Spile Spirit Rod.

Beer Spile Rod (four-jointed).

Jar Rod, folding *double*.

Slide Rule, double sliding *ivory*.

6 ft. Graduated Tape Measure $\frac{1}{8}$ of inch.

Plumb Line, brass top.

Stave Gauge, brass.

Glass Spirit Diver, large.

Glass Spirit Diver for cordials, small.

Younger's Set of Hydrometer with Assay Jar, and Table Book, £5 5s., 57 H.G.

Gimlet.

Tickler.

Cellar Candle-holder.

Stock-books to order only, about 3s. each.

Food Stocktaking and Stockkeeping.—The best plan, in all except the largest Hotels, is to keep a daily Stock-book, having a line for each day down the left-hand column, with vertical lines. At the head of each vertical column the name of the trader (butcher, baker, etc.) is written. The amount spent is copied from the priced delivery notes, daily, into the appropriate column, and each day's total brought into the last column but one on the right-hand side of the book. This gives the total day's purchases. In the extreme right-hand column is each day's total food receipts. At the end of the period

(fourteen days or a month) the book is cross-cast, and, with the value of the stock on hand at date of last Stock-taking and the value of the stock at the end of the period, the result and percentage of profit (if any) are arrived at.

This plan involves extra daily labour, but the results are most easily arrived at.

In managed houses the items can be checked against the invoices, and accounts paid.

CHAPTER XII

BOOK-KEEPING, RECEPTION, AND PUBLICITY

"O, that a man might know

The end of this day's business ere it come."

Julius Cæsar, Act V. sc. i.

HOTEL or Innkeeping, however efficient in other respects, without a proper system of control and book-keeping, appropriate to the house, regularly and carefully carried out, is like virtue without charity, a shirt without a collar, or a maiden without blushes.

And yet it often so happens; for the very qualities which make for genius as a host are, frequently, foreign to such a dry art as book-keeping.

But there is more real satisfaction to be gained from keeping statistics, showing the results of your trading, than from counting receipts.

For receipts do not spell profits.

The possibilities from a trading point of view of every house are limited by three factors, at least, apart from your capabilities: (1) the population, (2) the size of your house, (3) spending power.

Therefore, economy, by a reduction in expenses, and the elimination, as far as possible, of leakages, are, at least, equally important matters.

The psychological effect upon your own peace of mind, and your temper, are by no means negligible considerations, for surely it is better to do less trade, if necessary, and to know where it is leading you.

Again, book-keeping is important as a guide when you are forming estimates of the profits arising from a contemplated improvement or new side-line.

All this should be obvious, yet few Hotelkeepers keep the necessary books, and fewer publicans do so. Their accounts are in their pass-book. But a banker is a poor accountant, and the measure of his consideration is that of his customer's credit.

Nor need book-keeping be a great labour or difficulty.

The art of it lies in keeping the smallest possible number of books, in the shortest time, in the easiest possible way.

Guidance is requisite, therefore, at the outset; it is nearly as important not to overburden yourself with accounts as it is to keep them at all. Just as it is useless to keep books, if they are not kept regularly and accurately.

But, where a staff is kept, book-keeping in itself will not suffice; you must have an efficient departmental control, every item of which is as essential as a cog-wheel in a machine. With control, or book-keeping, it must be everything or nothing, once your system is selected.

So, we shall divide our remarks on book-keeping into four sections for different types and sizes of houses, making clear, at the outset, that almost every house will require some modification to suit its own peculiarities.

I venture to add that you would be well advised, as a rule, to make yourself acquainted with all, including the most elaborate, because the study of them will bring home to you the need of treating this, and all sections of your trade, as a quasi-scientific art.

The Sections are :

(1) A small public-house, where the staff is so small as to render any checking unnecessary.

(2) A large public-house, or Inn, where the number of letting rooms does not exceed ten.

(3) A small Hotel or Inn, where the number of bedrooms does not exceed fifty or sixty.

(4) Hotels where the number of bedrooms exceeds sixty.

In regard to No. 4, it must be noted that this section would have to be enlarged for a busy Hotel with an "in and out" trade, and with a capacity of more than one hundred and fifty bedrooms.

A list of the books that may be requisite in each section will be found at the end of this subject, but expert advice should be sought before adopting any system.

We will begin with Section 1.

Here we deal with the minimum number of books necessary to inform the proprietor of the trading results, and to comply with the law.

The first book is a *Goods Inwards and Outwards and Accounts Paid Book*.

It is most important that all commodities should be entered in this book immediately they are received, with cost price (extended, where necessary). Next to that are columns headed *Accounts paid*, and, adjoining these, columns for empties and goods returned, in which all chargeable empties and other goods returned are entered.

Thus you have, in one book, at a glance, the information showing what goods you have had, what you owe or have paid for them, and what you ought to receive back for returns and discount.

All empties should be returned promptly, if chargeable, so that you may receive credit therefor. See that you get it. File your credit slips on a stabbing file. Other empties can be broken up for firewood.

Insufficient attention to the return of empties (particularly bottles) will lead to severe losses. See that you fill up every compartment of a bottle empty with a bottle belonging to the firm whence it came.

Keep trace of empty bottles (and casks) and straws, and see that none are broken, stolen, or used for purposes other than those intended. (Lock up all poison, but not in the cellars, and never put it into a trade bottle.)

The next book is a *Receipts and Expenditure Book*. If you desire only to keep the absolute minimum number of books, you need keep only (a) the *Goods Inwards and Outwards and Accounts Paid Book*, and (b) the *Receipts and Expenditure Book*, and the *Bin-cards* referred to later.

In this *Receipts and Expenditure Book* you will enter against each day the amount you receive for alcoholics, minerals, tobacco, and food.

The Bar Stock and Cash Book.—In this book, the first item on the left-hand page should be the selling price value of the stock in the Bar, at value per portion.

Each day, enter in detail the issue from cellar to Bar at selling price.

The right-hand page should show the cash received from the Bar daily, also any credit the Bar is to receive in respect of ullages, breakages, or goods sold in whole bottles, such as whisky.

After the periodical stocktaking, the value of the

stock in Bar, at selling prices, must be also entered on the right-hand page of the book, and both columns added up; when, if the Bar shows a satisfactory result, the figures on the right-hand page will be greater than those on the left.

Duplicate Bar Order Book.—It is not absolutely necessary to keep this book if you do all your own cellar work.

In this case, the debit for Bar Stock and Cash Book would be obtained from the Bin-cards.

Nothing should be allowed to be taken from the cellar unless authorised by a form taken from this book.

This form should be filed, as received, in the cellar, and should be entered up daily.

Permit Book.—Great care must be taken of this book. Failure to keep your permits, and to keep the book accurately, or not being able to produce it when required, renders you liable to trouble with the Excise Authorities.

All houses trading in spirits require this book, by law, under the most stringent penalties.

It should be kept in your office, in a safe place, but not locked up, as it may be wanted when you are out.

Petty Cash Book.—This may be a penny note-book, but it should have entered in it all cash paid out. With it may be amalgamated a postage account.

Bars.—The only book kept by a barmaid should be her Order Book (already referred to), in which she should enter her orders for cellar goods, and also for cigars, cigarettes, and tobaccos.

The order for the latter will be given to the proprietor, who will keep these stocks in a dry, warm (but not hot) place, easily accessible, under his own lock and key.

A *Small Memo-book* is needed to keep a record of any bottles sold whole, ullages, broken bottles or other allowance to which the Bar is entitled.

This should be written up daily, and at the same time, after the amount of cash taken in the Till (which should be a safety combination one or Cash Register) is entered, it should be signed for by the proprietor, or the person authorised to receive it on his behalf.

These books must be seen by the stocktaker.

The goods in the cellars and store-rooms will be checked

by the use of Bin-cards, as described in the chapter on the Cellar.

For the convenience of those who have not read that section, I repeat here that advice, and it applies equally to the main stores in your house.

Keep cards known as Bin-cards in each compartment, or bin, in which liquor or other stock is stored, either in bottle, jar, cask, or any other receptacle (except beer casks).

These cards will be headed "Goods taken out" on the one side, and "Goods received" on the reverse side.

When bottles are added to the stock in a bin, the quantity and kind must be added to the card. When bottles are removed from the bin, the number and kind must be noted on the card at the same time as the goods are taken out.

If this is carefully and regularly done—and it requires very little time—the innkeeper will have a correct account of his stock, both in cellars and store-rooms (excepting bulk beer).

As far as space permits, keep one class only of wines and spirits, etc., in each compartment.

In the case of Section 2, a large public-house with a staff, the same system is applicable, with certain additions.

A *Cellar Stock Book* will have to be added for use in houses with more than, say, two bars, and so, too, will books appropriate to a bottling business, for those who make a business of bottling beer. An additional book must be kept in the cellar where spirits are broken down or made up to strength.

We have assumed, in the case of sections 1 and 2, that all transactions are for cash, and that no credit business is carried on.

In Section 2 it will be necessary to keep a cash register for each Bar, as well as a Bar Stock and Cash Book for each Bar.

The procedure will be as follows :

The bar-hand will make his requisitions on the cellar by means of the duplicate book referred to.

These requisitions will go down to the cellar, where the cellarman will attend to them.

If he finds it necessary to alter the requisition, *e.g.* because he has only four bottles, when six are required, he will alter the requisition accordingly, and enter the

number, or quantity, as the case may be, in his Cellar Stock Book.

Where the Goods Inwards Book is kept by a cellarman, it is necessary for the proprietor to keep a Stock Book, where will be entered, at cost price, all the consumable goods entering the house, written up from the invoices.

When the goods arrive in the bars, the bar-hand will check them from her duplicate, making any necessary alterations.

The proprietor enters the daily total of each Bar in the Bar Stock and Cash Book, the book-keeper having extended *on each requisition* the value at selling price.

In a busy house, a *Till Book*, for entering cash register readings, at intervals throughout the day, may be used. Such a book is published, in handy form, by Messrs Page and Pratt.

It is important to have a main store and dispense in the case of dry goods, as it often, also, is to have a dispense separate from main cellars for liquors.

Where such dispense cellar or store exists, it should be treated, for the purpose of the accounts, as a Bar.

We now come to Section 3—the small Hotel or large Inn—and Section 4—the larger Hotel, having more than sixty bedrooms.

So far as the bars, stores, and cellars are concerned, the same system as has previously been described will be adopted.

But we have, now, the additional problem of bedrooms, coffee-room, refreshment-rooms, and a general credit system to deal with.

The books are, therefore, greater in number and the systems more complex.

The three types of trade we have to consider are :

- (1) The Resident Guest.
- (2) The Chance Customer.
- (3) The Ledger or Party Account.

The Resident Guest.—On arrival, the guest enters his name and address in the Visitors' Book, or Hotel Register ; the book-keeper should inform him of the charge, and ask for how long the accommodation is required. If the visitor is an alien, his name must be entered in the Aliens' Register with particulars, and the police notified promptly.

The guest, having been shown to his room by the

manager, or proprietor, or his wife, the book-keeper should enter the guest's name in the bed book, not forgetting to make a note, on the side, of the length of his stay.

Next, a bill should be made out, showing name, room-number, and charge for same—this should also, at once, be entered on the *Tabular*, and the bill put into the rack, under the bedroom number, until required at night for balancing. The *Tabular* is the Hotel Day Book for entries of all business done.

Checks should be taken to the Office from kitchen and Bar after each meal, chambermaids handing in their checks each time a service is rendered.

All checks should be entered, in ink, on the *Tabular*, directly they are handed in to the book-keeper, who cancels and then files them.

It is very important that this should be done promptly, as it often saves small losses, and, at the same time, means that if a guest asks for his account in a hurry—as generally happens—it can be supplied at once.

An official receipt must be given for the amount of the bill. When registering, a guest, more often than not, only gives the name of a town as an address; it is therefore advisable to ask, when he is departing, for a postal address, so that any letters arriving late can be forwarded at once.

Some book-keepers are very casual about the re-direction of letters, which really takes so little time, and yet means much, especially to people travelling for business.

About 9 p.m. the *Tabular* should be closed for the day, when the book-keeper takes all bills from the rack, totals up each column on the *Tabular*, and transfers the charge to the bill, seeing that the two agree.

After all bills have been dealt with, the amounts should be carried to the next day's *Tabular*.

It is most important, to avoid any discrepancy between the items on the *Tabular* and on the bills, that both entries shall be made at the same time. On no account should the *Tabular* column be totalled unless the individual corresponding bill is balanced with it.

Any late checks, that come in after 9 p.m., should be charged up in red or green ink.

This saves the trouble of writing in the date of the

previous day over the entry, and, perhaps, having to turn up checks to satisfy a visitor querying an item.

The next duty is to see that all cash from the Receipt Book is entered on the Tabular, and then from the Receipt Book to the Cash Journal.

All business done must be entered on the day's Tabular. This should be cross-cast and balanced. Afterwards, the Cash Journal should be totalled to see that it agrees with the Tabular, before the Banking is effected.

Later on, the *totals* shown on the Tabular for the various items are entered into the Summary Book, from which the weekly and monthly Summary Returns are made out.

In a small Hotel, the book-keeper is often responsible for the control, and, in this case, the work is very easily done at night, before closing the Daily Tabular, when any wrong entries or under-charges can be adjusted, and so save alterations to guests' bills.

The *Petty Cash Book* should be entered up daily, and particular attention given to the column for visitors' "Paid Outs" to see that it agrees with the amount shown under "Paid Outs" in the Daily Tabular.

Bar Stock and Cash Book.—Cellar requisitions should be extended at selling prices, each day, by the book-keeper. If this is done, the proprietor, or manager, would only enter the *total* debit, instead of the details.

Stores Stock and Cash Book.—If a checking system is instituted, this book can be kept on the same lines as the Bar Stock and Cash Book.

A fixed rate per head is generally allowed for staff board.

It is important to have a main store, and a dispense store for dry goods.

Unless the manageress dispenses all supplies from the stores herself, a checking system should be installed, in order that the proprietor and manager may know what the kitchen percentage is.

In any case, Bin-cards or a Stores Stock Book should be used in the main store, and Bin-cards in the dispense.

The Chance Customer.—The Chance Customer is supplied with goods, obtained by a waiter or other employee, by the use of a check form, appropriate to the department concerned.

The customer is rendered a "Chance Bill," which is

settled by cash payment before leaving the Office, retaining the original bill, details of which should be entered on a Dissection Sheet and, at the end of the day, totals of the various items are entered on Tabular Sheet or the Day Book, under the heading of "Chance."

Note : in a house of moderate size and trade, the entry on a Dissection Sheet may be omitted, and the amount entered on the Tabular direct.

All original bills and checks are kept in the Bill Office, usually for a month, but the duplicates go to the Control Office for checking purposes.

If the customer takes away the original bill, the duplicate must be used, and marked to that effect.

Ledger or Party Accounts.—Checks for these are made out as for Residents, and details are entered direct on Tabular or Day Book, and, at night, transferred to Ledger.

A duplicate bill is made out, the original being rendered to the person who made the arrangements, and the duplicate sent to the Control Office, which should deal with all Ledger Accounts.

Ledger Accounts are usually filed in alphabetical order, and not kept in a rack or book, as for Residents.

The form of bill used for parties may be similar to the ordinary tradesman's bill.

When payment is made, the usual official receipt is given, except that it is marked "Ledger Account," as these items have a separate column in the Cash Book.

The Tabular Sheets or Day Book.—The Tabular Sheets, or Day Book, should show details of all business done each day in the Hotel, and, therefore, when balanced, give at a glance the actual amount of business done each day, and cash received.

Each waiter will be supplied with a separate "Chance Book" and waiter's check pad, chambermaids with a check book, and, at night, these are taken to the Control Office, the staff of which will arrange for collection of all checks passed to Office, Kitchen, Still-room, Bars, etc.

These should first be compared with the duplicate copies, and then from the original checks all items entered on the Tabular, or Day Book, are controlled, the Chance dissection having been controlled before entry on Tabular or Day Book.

Cash Journal.—This book should have two columns.

Under the first are entered all receipts for Visitors' Bills, Bars, Chance Bills, Billiards, etc., and, when totalled, should show the same figures as the cash column on the Tabular or Day Book.

The second is kept for entries of all paid ledger accounts.

These two, added together, give the total amount of cash to be banked daily.

Petty Cash Book.—In this book the cashier enters all small disbursements made from his cash float, and balances weekly.

Care should be taken to see that all vouchers are properly dated and signed, for purposes of audit.

This completes the list of Books necessary for the main business of the Hotel.

We have now to deal with the measures necessary for checking and controlling the several departments.

This is done by *Checks*, which should be of different colours for the separate departments.

With the cellar and bars we have already dealt, when we described the system to be applied to the different departments.

The Kitchen and Still-room Accounts are verified in the following manner, and, with the use of *Stock and Cash Book*, an accurate result can be obtained.

(1) The value of stock in hand at the date of the last stocktaking, at cost price, is arrived at, and this is entered on the left side of the book.

(2) The cost price of daily issues from stores is entered in the book daily, on left side.

(3) The cost value of direct supplies from tradesmen is entered daily, on left side.

These items should comprise the whole of the values debited to these accounts.

The credit of these accounts will be :

(1) The amounts shown as business done under these headings for the period of the stock. These must be entered on right side.

(2) The value of stock remaining, at cost price, is entered on right side.

A comparison of the right and left pages will show the result of the food account for the period.

Cigars, etc.—The main stock of cigars, etc., should be

in charge of the manager, or his assistant. The supplies to the bars will be made out on the printed order forms.

These will be taken to the Control Office, where the selling value of the consignment will be arrived at. This amount will be debited in the *Stock and Cash Account* of the particular bar.

A *Cigar, etc., Stock Book* will be kept in the Control Office. The receipts will be posted from invoices, while the issues will be written off from particulars in the printed Order Forms, etc., from bars.

The balance of this Stock Book should always agree with the quantities of main stock.

In the foregoing pages, stock, invoices, orders, etc., have been dealt with, but in the further settlement of accounts it is necessary to arrive at how these claims are adjusted, as between the customer and Hotel Manager, and this has been already described.

The following additional or alternative books are required for section 4.

The Control System for a Large Hotel.—This is an elaborate system, and expert advice is necessary with regard to how far it is applicable to a smaller establishment.

Cellar Control.—There are so many possibilities of leakages in cellars, that a system of control is necessary, and the following system constitutes a perfect check.

Cellar Log Book.—This book will be kept in the cellar.

The left side will be used for entering up stock received, showing date and from whom received. If, and when, wines are re-numbered, spirits bottled, water added in breaking down, beer and stout bottled, all should be written up as received, under the date when such variations occurred.

The right side of the book should be used exclusively for entering the particulars of empties returned. Empties of every description charged for, or of value, should be entered.

These are the only items to be entered in this book. A clerk from the Control Office takes this book away daily, to enter particulars into the *Cellar Stock Book*, which is kept in the Control Office.

Cellar Issues.—The cellarman should only issue supplies to bars and departments on receipt of a properly signed departmental order form. This applies also to issues made to staff, the chef, etc.

The cellarman should prepare such forms for signature by the manager or assistant in respect of any wines

re-numbered, bulk spirits bottled, and draught beer or stout bottled.

For the assistance of the Control Office, the cellarman may write in red ink, on the order form, the exact number and quality issued.

The issues of the day having been made, all such order forms will be taken to the Control Office to enable the entries to be written up in the Cellar Stock Book.

The best method of making such entries is to write the date over the quantity issued in red and black ink alternately, $\frac{2}{4}$, $\frac{1}{2}$, $\frac{3}{4}$, $\frac{4}{4}$ 16 bottles. This saves a great deal of space, and assists in balancing.

If the foregoing system is strictly adhered to, the stock of any item should agree with the balance when ascertained from the Cellar Stock Book. Such balancing should be done at all stocktakings.

The Control Clerk having entered in the Cellar Stock Book the quantities of stock issued, he will value the whole of the items of each order form, at selling prices, writing the same somewhere on the form before filling.

It is of particular importance that the printed numbers on the forms should run consecutively.

The selling price value of each order is now entered in the Stock and Cash Book of bars, etc.

Bars and Dispense Bars.—The books needed are, simply, an Order Book and a Stock and Cash Book combined.

The orders will be prepared each morning, and the copy will be corrected, to agree with the original, when completed by the cellarman.

It is more likely than not that the goods actually received will not be precisely as ordered.

The Stock and Cash Book.—In this book is kept a record of the value of stock on hand last stocktaking, at selling prices, also the value, at selling prices, of daily orders.

These particulars are entered on the left side, and so form the debit side of the account.

On the right side of the book is entered the cash takings, in detail, and these must be receipted by the cashier.

An entry should be made daily of any goods issued to the staff, etc., and also a separate daily entry of wines issued on the waiters' checks.

The whole of the entries in this book should be extended at selling prices, and values only are required.

If this book is correctly kept, only about one hour will be required, at the next periodical stocktaking, to know if the bar under audit has been satisfactory or not, since by entering the value of stock on hand, at selling prices, on the right side of the page, we get the total credits for the period of the stock.

Satisfactory results should show a total on the right side greater than that of the left.

This is all that is required for the control of bars.

The Control Staff will take away, daily, from all bars :

- (1) Checks for staff drinks.
- (2) Waiters' checks for wines, etc.

The former will be retained for the information of the stocktaker, at the next stocktaking, for the purpose of obtaining credit.

The latter he will cancel, having satisfied himself that they have been duly entered on the Bills of Chance Visitors, or in the Accounts of Resident Guests.

The following advantages accrue from controlling the bar accounts in this manner :

- (1) It enables the manager to know at once if the members of his staff in a bar are honest.
- (2) Abolishes all kinds of large ruled forms used for transfers.
- (3) Abolishes the need for working bar accounts.
- (4) It is the most helpful way of discovering the persons responsible for leakage.

Grocery Stores.—The system in this department may be conducted on similar lines to that of the cellar.

A *Log Book* will show in detail from whom goods are received, and the price to be quoted for goods delivered, daily.

This will include all perishable articles (which are generally delivered direct to kitchen), as well as other articles deposited in store.

This book will be kept by the *Storekeeper*, who will be held responsible for the correctness of the entries, especially as to weights. A note must be made against those articles delivered direct to the kitchen.

This book will be taken to the Control Office daily, to enable the Control Clerk to enter the receipts to store into the *Grocery Store Stock Book*, and to adjust the items delivered direct to the kitchen. (Tradesmen's delivery

checks will also be sent direct to the Control Office.) This should be done by finding the cost value of the consignment from each tradesman, and entering such value in the Kitchen Stock and Cash Book.

These items having been dealt with, the Log Book is returned to the Storekeeper.

The Storekeeper is responsible for the issue of stores to the various departments, but he must receive an order, on a proper printed form, before issuing.

These will be taken away daily by the Control Clerk, who will go through the checks, writing the quantities off the charge in the Grocery Store Stock Book (which book is always kept in the Control Office), in a similar manner to the issues from cellar in the Cellar Stock Book.

This having been done, the balances of the book should agree with the stock.

The need for the adjustment of the issue checks before filing is to find the value of the articles issued, at cost price, and so debit the kitchen and still-room, or any other service that may exist, with this value, in what would be known as their *Stock and Cash Book*.

By this operation the issues from stores are adjusted.

The Control Clerk will debit any of these accounts with the cost value of direct deliveries.

Full use of the Control Clerk as a Statistician should be made; he is in a position to keep you wise regarding all departments.

In *Ordering Goods*, telephoned orders should invariably be confirmed by an order, on an official form, of which you, as proprietor, keep a copy, which in due course you will compare with your invoice.

The Reception Office.—A great deal depends, in your Hotel, upon your Reception Clerks,¹ who must identify themselves with the proprietor's interests.

Their manners matter very much, and their general courtesy, and desire to please, also.

Good and bad reception work makes all the difference in the receipts for bedrooms in a busy hotel, and it is no easy task to avoid letting double bedrooms at single or single and a half prices. Nor is it at all easy to fit in large parties, in a season trade, so as to make the most

¹ Receptionists should note that the Police have at all times the *Right of Entry* upon any Licensed Premises for the purpose of detecting Licensing Offences. See Licensing Act, 1910.

money. An accurate chart should be prepared, and carefully compiled and kept, containing details.

If you can fill your Hotel with adults, you probably will not trouble much to find accommodation for children, but above and beyond immediate profit, you have your general goodwill to think of.

When considering the special terms chargeable for resident guests, remember that they will require more house- and chamber-maid service than passing guests, because of the extra knick-knacks they will bring, all of which require cleaning.

At the same time encourage this trade, and give as many of the facilities of home as possible, for it will form a useful backbone to your business.

In making your terms you will have regard, if you have the opportunity of discovering, whether your guests drink wine or entertain; and you must make quite clear the items to be included in your inclusive charges, *e.g.* early morning or afternoon tea, baths, etc.

The terms agreed on should be committed to writing, and a copy given to the guest.

The higher the class of guest, the more you should include, and charge accordingly. Many people dislike being charged specifically for baths.

It should be stipulated that all food and liquor must be bought in the Hotel, and that guests shall not brew their own tea.

The rules regarding reception are, however, made to be relaxed, and the laws of the Medes and Persians are not applicable.

How much damage have I not often observed done by rude or offhand receptionists, and by the illegal refusal of a meal to someone who did not *look* important, because it was not an ordinary meal-time; or, because the proprietor was too lazy to cook or serve it, or, still more likely, because his servants were too lazy even to draw his attention to the matter.

Hence the importance of personal attendance by the proprietor, especially on the arrival of a train, or about meal-times, in the case of a motorists' house of call.

Some representation at the station, however small, is very advisable on the part of a proprietor at train times.

No chance of doing trade should be missed on any

account, and locked doors and drawn blinds give a most inhospitable appearance to a house.

I have referred already to the danger of incurring bad debts; for many guests are:

“Good at a fight and better at a play;
Godlike in giving, but—the Devil to pay.”

The dress of the proprietor and his staff is also of great importance.

Remember that outside the Hotel world the general public has the meanest opinion of British Hotels and Inns, and it is up to you to prove that your house is different from the general run of houses.

Commercial Travellers.—Commercial Travellers are a valuable asset to any house, and their wants should be duly attended to. They expect to receive special terms, and as they seldom partake of table-d'hôte fare, they are not, individually, profitable guests compared with others. But their visits are regular, and much of their train conversation is upon the subject of Hotels, so that to try to please them is of importance. I often think that the lot of a Commercial Traveller's wife must be a hard one, for they resemble the Dutch, in paying too little and asking too much.

En Pension Guests.—It is usual for guests to arrange *en pension* terms, if they require them, at the outset, but the wise proprietor will meet subsequent requests as far as possible, when reasonable.

I have known a good many guests, who came for a night's lodging, to stay half a lifetime, because they were well treated during the first twenty-four hours.

If you would learn how to treat a guest who disputes the amount of a bill, I can do no better than recommend you to read Canto IV of the *Tour of Dr. Syntax*, written in 1817, and republished by Methuen in 1903.

The checking of Garage Receipts.—A counterfoil book should be given to the Head Man, and sometimes also to his assistants.

In this book he will enter the receipt of all monies taken for garage per person, and make similar entries in the counterfoil.

This book will only be used for small garages, or, in large garages, for housing charges.

If a general business is done, a full set of books will be

required, but the general checking system and stocktaking will approximate to those we have indicated for other departments.

On payment of a customer's bill, in the house, you will ask to see the garage check, and so be able to tell whether one has been given or not.

The garage should contain a pit, and you should take out a license to store and sell petrol, which must always be kept in the pit made for the purpose, and in quantities not exceeding those which you are authorised to store by your license.

Oils, greases, and tyres are also a convenience to motorists. Whether it will pay to stock them and other accessories depends upon the demand, and the situation of the house.

Generally it is best to let the garage, on short tenancy, to a specialist, and if you do so, see that his clients use your house. If you let for a long term, you have no control over your lessee. You must, also, arrange that his tariff is not in excess of the R.A.C. and A.A. requirements, and that no charge is made for guests' cars standing in the yard during meals.

This free garage business is an outrageous innovation from an Hotel proprietor's standpoint, but it is, unfortunately, now general.

The proprietor's Private Office is the place in which to keep a comparative chart of receipts, and percentages of both foods and liquor, and amount spent in wages each month, and he should watch and compare them weekly or monthly with those of the previous year.

It is impossible to lay down what may be regarded as a satisfactory food percentage, as everything depends upon the class and volume of trade.

A good fireproof safe is a necessary part of the equipment of an Office, and a numbered key-board also. Master or Pass Keys must be jealously guarded.

I may add that I prefer loose-leafed ledgers to bound books. For the former a patent lock is requisite.

Make it a rule to reply to all correspondence the same day.

There is a small matter that requires your careful attention, and that is the responsibility for receiving and signing for Registered Letters and Parcels. You should allot this duty to one reliable person, possibly the Head Porter.

With Regard to the Delivery of Goods.—It is most important that all cases should be examined on arrival, and any breakages or shortages should be notified on the carman's delivery sheet when the goods are signed for.

Notify the station-master or carrier and consignor the same day, giving particulars, so that a claim may be made.

Any loss through failure to carry out these suggestions will fall on the proprietor.

Where it is impossible to unpack goods on arrival, they should be signed for "Contents unknown." It is important to note that the old formula "Not examined" now counts as a clear signature.

In all case goods should be unpacked on the day of delivery.

Empties should be returned the same day, and the name of the Consignor and house given; otherwise he will get no credit.

My knowledge of railwaymen is not first-hand, but some of those engaged in the goods departments seem to have an incurable thirst; moreover, there are clever conjurers among them, for I have seen cases half, or wholly, empty on arrival, still sealed.

I believe that the vanishing trick is performed from the base or side of the cask.

As the barmaid said, "You can take nothing for granted but ladders in a silk stocking!"

The following Books and Notices may be regarded, generally, as the maximum likely to be required.

SECTION I

BOOKS FOR A SMALL PUBLIC-HOUSE

1. Bar Allowance and Ullage Book.
2. Bar Order Book.
3. Bar Stock and Cash Book.
4. Bottle Account Book.
- *5. Cellar Bin-cards.
6. Cellar Stock Book.
- *7. Combined Receipt and Expenditure Book.
- *8. Goods Inward, Goods Outward, and Accounts Paid Book.
9. Merchants and Tradesmen's Order Book.
- *10. Permit Book.
- *11. Petty Cash Book.

NOTE.—Only the books starred need be kept in a very small house.

NOTICES FOR SECTION I

1. Innkeepers' Liability Act (*if an Inn*).
2. Lost Property.
3. *Re* Food and Drugs Acts.
4. „ Gambling.
5. „ Diluted Spirits.
6. „ Stealing Glasses.
7. Shops Acts.

SECTION II

BOOKS REQUIRED FOR A LARGE PUBLIC-HOUSE OR INN
WHERE THE NUMBER OF LETTING ROOMS DOES NOT
EXCEED TEN

1. Address Book.
2. Alien Register.
3. Bar Allowance and Ullage Book.
4. Bar Order Book.
5. Bar Stock and Cash Book.
6. Bedroom Book.
7. Bill Heads (four days).
8. Billiard Sheets.
9. Bottle Account Book.
10. Cash Journal.
11. Cellar Bin-cards.
12. Chance Bill Book.
13. Check Books for Waitresses and Chambermaids (in three colours).
14. Goods Inward.
15. Goods Outward.
16. Hotel Farm and Garden Account Sheets.
17. Laundry Book (Hotel).
18. „ „ (Visitors).
19. Ledger.
20. Ledger Statements.
21. Letter Book.
22. Menu Book.
23. Overcharges Book.
24. Permit Book.
25. Petty Cash Book.
26. Postage Account Book.
27. Receipt Book.
28. „ „ (Articles for Safe Custody).

29. Registered Letter Book.
30. Garage or Stables Returns Sheets.
31. Tabular Cover.
32. „ Daily.
33. „ Summary.
34. Tradesmen's Order Book.
35. Visitors' Register.
36. Wages Book.
37. „ Vouchers.
38. Wine Lists.
39. Till Book (Page & Pratt).

NOTICES FOR SECTION II

1. Bedroom Notices, *re* Vacating Rooms, Keys, Lost Property.
2. Innkeepers' Liability Act (*if any Inn*).
3. Lost Property (Public Rooms and Garage).
4. Registration of Aliens.
5. *Re* Gambling.
6. „ Stealing Glasses.
7. Shops Acts.
8. *Re* Food and Drugs Acts.
9. „ Diluted Spirits.

SECTION III

A SMALL HOTEL OR LARGE INN WHERE THE NUMBER OF
ROOMS DOES NOT EXCEED FIFTY OR SIXTY

1. Address Book.
2. Bar Allowance and Ullage Book.
3. Bar Order Book.
4. Bar Stock and Cash Book.
5. Bedroom Book.
6. Bill Book (if no rack for bills). Loose Leaf Bill Binder.
7. Bill Heads (four and seven days).
8. Billiard Book.
9. Bin Book or Cellar Stock Book, Stores Stock and Cash Book.
10. Cash Journal.
11. Call Book (Night Porter).
12. Chance Bill Book.
13. „ „ Dissection Sheets.
14. Checks for Waiters and Chambermaids (five colours).
15. Cigar, etc., Stock Book.

16. Goods Inward Book.
17. Goods Outward Book.
18. Hotel Register.
19. „ „ (Aliens).
20. Laundry Book (Hotel).
21. „ „ (Visitors).
22. Ledger.
23. Ledger Statements.
24. Letter Book (if not typewriter).
25. Menu Book.
26. Overcharges Book.
27. Permit Book.
28. Petty Cash Book.
29. Postage Account Book.
30. Receipt Book (with luggage pass).
31. „ „ (Articles for Safe Custody).
32. Registered Letter Book.
33. Stock Book (Linen, China, Glass, Plate).
34. Stores Purchase Book.
35. Stores Stock and Cash Book.
36. Tabular Cover.
37. „ Daily with loose cover.
38. „ Summary (Business done).
39. Tradesmen's Order Book.
40. Wages Book.
41. „ Vouchers.
42. Wine Lists.

NOTICES FOR SECTION III

1. Bars :
 - Re* Stealing Glasses.
 - „ Gambling.
 - „ Food and Drugs Acts, Dilution Notice.
2. Bedrooms, *re* Vacating Rooms, Lost Property, Keys.
3. Innkeepers' Liability Act.
4. Lost Property (Public Rooms and Garage).
5. Registration of Aliens.
6. Shops Acts.

SECTION IV

HOTELS WHERE THE NUMBER OF ROOMS EXCEEDS SIXTY

1. Address Book.
2. Bar Allowance and Ullage Book.
3. Bar Order Book.

4. Bar Stock and Cash Book.
5. Bedroom Book.
6. Bill Heads (seven and four days, duplicate).
7. Billiard Book.
8. Bill Book (if no rack for bills).
9. Call Book (Night Porter).
10. Cash Journal.
11. Cellar Log Book (Goods received and empties).
12. Cellar Stock or Bin Book.
13. Chance Bill Book.
14. " " Dissection Sheets.
15. Check Books for Waiters and Chambermaids.
16. Cigar, etc., Stock Book.
17. Dry Goods Received (Stores and Household) Stock Book.
18. Dry Goods Received (Breaking down) Stock Book.
19. Garage Check Book.
20. Goods Inwards Book.
21. Goods Outwards Book.
22. Grocery Stores Stock Book.
23. Hotel Register.
24. " " (Aliens).
25. Kitchen Stock and Cash Book.
26. Laundry Book (Hotel).
27. " " (Visitors).
28. Ledger.
29. Ledger Statements.
30. Menu Book.
31. Overcharges Book.
32. Permit Book.
33. Petty Cash Book.
34. Postage Account Book.
35. Receipt Book.
36. " " (Articles for Safe Custody).
37. Registered Letter Book.
38. Stock Book (Linen, China, Glass, Plate).
39. Tabular Cover.
40. " Daily Book or Sheets with loose cover.
41. " Summary.
42. Tradesmen's Order Book.
43. Wages Book.
44. " Vouchers.
45. Wine Lists.

Most of these books or forms can be obtained either from (among other firms) the Lamson Paragon Supply Company, of Paragon Works, Canning Town, E.16, or Charles Knight & Co., Ltd., of 227 Tooley St., S.E.1, and the Notices from Messrs. Page & Pratt, of 9 Ludgate Circus Buildings, E.C.4.

Note.—Not all the above-mentioned books are requisite in every house of the class indicated. The system must depend, to some extent, upon special conditions.

PUBLICITY

No work on the subject of Hotel and Innkeeping would be complete without a word regarding Publicity.

No doubt, English Hotels and Inns suffer in this regard from the lack of organisation obtaining in those of, for example, the Swiss and French Hotel industries.

Individual Advertising is expensive, and unless it is kept up regularly, is not, as a rule, advantageous.

If only Hotels and Inns in a district would combine to advertise, instead of indulging, as sometimes happens, in petty jealousies, advertising publicity would be worth while, in some places.

I have had considerable experience in Hotel Advertising, and it has led me to the sure conclusion that while advertising of individual houses has seldom led to results, group advertising has been *very* fruitful.

As to the media, I put the great Daily and Sunday newspapers and some of the weekly publications far before any other, and I prefer those who give the figures relating to their circulation to those which do not publish them.

The ABC time-tables and Bradshaw are also very good, and so, too, are the Paris *Daily Mail*, and the Indian newspapers, of those published outside Great Britain.

There are, perhaps, too many groups of Hotel organisations in England. One, or at most two, strong and well-backed Associations might, most profitably, turn their attention to this question of group advertisement, retaining the power of refusing to give publicity to those whose houses are below given standards of comfort.

As to the Trade papers, *The Caterer*, *The Hotel Review*,

Mine Host and *Harper's* are among those which are indispensable, and there are many others of great value to those engaged in special branches of our Trade. For example: *The Brewer's Journal*, *The Brewing Trade Review*, *The Licensed Victualler's Gazette* and *Morning Advertiser*.

Hotelkeepers should take every advantage of the free publicity given to them by the Automobile Association and the Royal Automobile Club.



CHAPTER XIII

SIDE-LINES

"Look round the habitable world : how few
Know their own good, and knowing it pursue."
Dryden, *Juvenal*, Satire X.

It is obvious that some houses are white elephants, where all work is vanity and vexation of spirit, and there is no profit under the sun that ingenuity can develop. There are others that are unsuited to the capacity and style of the present proprietor.

What he should do, in such a case, is well illustrated by the story of one of Spurgeon's students, who, when ordered by his great master to preach extempore from a subject chosen at random, opened the Bible at the story of Zacchæus, and, after a few moments of silent meditation, spoke as follows : "Zacchæus was a little man ; so am I. Zacchæus was up a tree ; so am I. Zacchæus made haste to come down ; so do I" !

The proprietor can do no better than likewise, but, first, let him make sure that he has tried every avenue of trade, for some people always prefer to go to the Doctor instead of going to work. I shall deal shortly with just a few of these.

The subject is almost illimitable in scope, and it would be easy to write a complete volume upon it.

In importance it is second to none, and you will realise this the better if you will take your minds back to the time before the tied-house system came into vogue.

In those days the Inn, instead of being merely the vehicle for the sale of excisable goods, as it is generally regarded to-day, was a public convenience, and since those concerned in the trade are given a monopoly, they should remember that the public expect that, in return, their general wants should be attended to.

I believe that there still exists, in the minds of some Brewer owners of Licensed Houses, the belief that money spent upon any commodity, other than upon the goods

they supply, necessarily prejudices their trade, or, at least, their output. In my experience, this is a mistaken belief.

A great deal of the prejudice against Licensed Houses in general is, because they are used chiefly by a particular class, for a particular purpose, which is capable of being dangerous to their health and morality, and prejudicial to their working capacity.

If Licensed Houses were adapted for the trade of all classes, and all sections of all classes, there would be little more prejudice against them than there is against Hotels of a high class.

In actual fact, minor Hotels cause more mischief than public-houses, owing to the manner in which many of them are conducted.

Again, if the sale of intoxicating liquors is a demoralising one, it is beneficial to the *morale* of the proprietor and to those who assist him, to have an additional occupation.

Then, a Licensed House is only used, as such, for a shorter period each day than most other retail trading establishments, and, as a consequence, much business that, in the ordinary way, would come there is lost, partly because the area of trade is so limited, and partly because it is frequently closed at a time when there is a demand for victualling.

So far as I am aware, there is no law which in any way limits the sale of any goods, except excisable, on licensed premises, at any time, save such legal limitations as apply everywhere,—to other traders.

I have heard of Licensing Justices seeking to prevent such sales, but I believe they have no power to prevent them.

In America, the large Hotels have kiosks and counters for the sale of all kinds of commodities, not in the least analogous to the ordinary trade of Hotel-keeping.

Indeed, Hotels are the recognised meeting-places in that country, and those who wait can pass away the time by looking at, or buying from, the very attractive shops to be found there.

In England, Brewers who own multiple shops (in the shape of their Licensed Houses) in larger numbers than any other traders, have, hitherto, been able to afford to neglect the use of them for the sale of any other commodities than beer, and usually spirits, and minerals.

In these days of desperate struggle for existence, it is

a striking testimony to the value of the monopoly which the public has given to the Trade, and to the reserve of earning powers which the Brewers have, but do not wield.

Indeed, in provincial Hotels, this power is actually thrown away, for large and valuable accommodation in the shape of stock-rooms is let to wholesale merchants at almost nominal prices, on four days of the week, in the rather illusory belief that the proprietor will get his return from the extra bar and hotel trade thus brought to the house.

I wonder how many Brewers, Owners, and Proprietors of Hotels and Inns have estimated the returns really derived from this accommodation, or the money thrown away by its abuse. Again, the first-floor accommodation in many town taverns is wasted. This need not be, if the multiple shop principle is developed.

Moreover, as an additional argument in favour of the development of side-lines, it must be of importance to owners of houses to make each of their properties pay on its merits as far as possible, so as not to be entirely dependent upon the caprice of Parliament and public opinion in regard to Local Option or Prohibition.

In this discussion we shall content ourselves with indicating a few of the more obvious side-lines, from which a selection may be made, according to the needs of the neighbourhood and the suitability of the premises.

But it is necessary to postulate that there ought to be, in connection with all licensed premises, a separate entrance from those which give access to that portion of the premises which is solely devoted to the consumption of liquor.

The accommodation which is allotted to side-lines should be easy of access, from the domestic side of the house, and, in many cases, so arranged that bar-hands can serve equally in the bar and in that part of the premises devoted to side-lines. Supervision over the latter part should be available from behind the bar, and from the Office.

As regards the public, the general rule should be that, unless the trade carried on as a side-line is analogous, or directly ancillary to the main and usual business of the Licensed House, there should be no access, *internally*, between the two portions of the house from the customers' side.

Thus, it should not be possible for a child who comes for sweets to see, or even hear, what is passing in the bars, so

that by no possibility could it be said that "The Children's Act" was being infringed, or the morals of the child contaminated, by contact with undesirables, or by undesirable conduct.

Equally, it is necessary to provide that the exploitation of side-lines does not, unless the extra trade warrants it, involve the employment of more staff.

Better far give some inducement, in the shape of commission or bonus, to members of the existing staff, or get others who will further your ideas.

Ices, Ice-making, and Soda Fountains.—So far, the comparatively small success that has attended this trade, in this country, has been, undoubtedly, due, not so much to the vagaries of our climate, as to the very poor quality of the materials used.

In America, which is now, more than ever, the home of this trade, great attention has been paid to the quality of the materials, but in England, until quite lately, it has been difficult to buy satisfactory materials for making first-rate ices, and some of those used have caused serious injury to health.

This ought not to be.

But, if you supply the best materials, you have to pay for them, with the result that you must not expect to be in a position to supply first-quality ices under the price of 6*d.* for a small ice, and 9*d.* or 1*s.* for a large one.

Another reason for neglecting this industry was the fact that all the best ice-making machinery had to be imported from America. This machinery is now also made in Great Britain, and can be obtained at quite a moderate expenditure.

I shall not, here, enter into a discussion of the best makes of Soda Fountain, because to do so would be to enter into controversy, but I must give the warning that great care should be taken, in the selection, not to choose a vulgar design, and, still more, to see that all parts are suitable for the purpose—thus, for the top counter slab, Carrara marble is, probably, superior to any other material, and is less porous.

Choose a design that needs the minimum of polishing, and that will do you credit, if it is kept clean, and ensure that the materials used in your manufactures are good.

With regard to the constituents of ices, if it can be procured, fresh cream is, of course, the best, but if, like the

mother in Nestlé's advertisements, you can't, you can use an Ice-cream Colloid, such as "Remarchar," at half the cost of cream.

In this case, mix the colloid with the sugar, dry, thoroughly breaking all lumps. Add sufficient of the milk, cold, to make a thin paste, and then pour on the remainder of the cold milk, stirring well, until the sugar and Remarchar Colloid are dissolved.

Add the proper proportion of cream, and let it stand for a minute or two, then strain and freeze.

See that your cream is fresh. If it is too old, it will impart a cheesy flavour to the ice.

One quart of ice-cream is sufficient for from sixteen to twenty persons, according to the size of the portion.

The merits claimed for Remarchar Ice-cream Colloid are as follows :

It is a substitute for cream, to the extent of allowing an addition of more than half milk, without in any way affecting the quality of the ice.

It requires no heat to make it effective, and it effectually prevents crystallisation taking place during the freezing process.

It is tasteless and harmless, and is a purely vegetable product.

Only half an ounce, or less, per quart of mixture is required.

It thickens up the cold cream at once to the consistency of cream.

It keeps the ice in good condition, and prevents it from going coarse, or grainy, after standing.

If you cannot procure the Vanilla Bean, or fresh fruits, which are preferable, you will have to stock flavourings. Pay the best price, and see you get only the very best.

You can also get ice-cream powder.

So, too, with syrups for your Soda Fountain, use only the very best obtainable.

The making of Ices and Ice-cream requires careful attention, and some skill, but it is not at all difficult to learn.

One of the most important elements lies in the mixing of the ingredients.

Ices called in America Sundaes, *i. e.* those topped with whole fresh fruit, are sure of popularity.

Full particulars can be supplied to those who intend to take up this very profitable and interesting occupation.

As Perrichon said, "Que l'homme est petit quand on le contemple du haut de la *mère de glace* !"

Aerated Waters.—A trade which is allied to Ice-cream-making is the manufacture of Aerated Waters, or, as they are popularly called, "Minerals."

If your trade in minerals is substantial, you will save a good deal of money by manufacturing your own, as you will be spared the outlay on bottles, and the probable loss of them—and obtain a better quality of article, for local mineral waters occasionally leave much to be desired, though you will not be able to compete with those manufacturers whose goods are household names.

Small plants can be got at a cost of from £35 upwards.

If your house happens to be in a situation where you can get outside private customers, you may work it in with your off-license trade with advantage, and without any addition of staff.

Here, again, it is easy to obtain all the necessary instruction, if you so desire, together with advice in regard to the machine and best equipment for your trade.

If you intend to make sweetened drinks, you will be well advised to use only the very highest class of the many concentrated soluble essences, and essential oils, procurable.

Baking and Chocolate-making.—Many people, through lack of enterprise, think that cake-making and chocolate-making require an expensive plant.

That is quite a mistake, and the results depend upon the materials used, the cooking, and freshness of the goods supplied.

The best cakes and the best chocolates I know of are made in quite a moderate-sized basement, in a house in London, on a gas stove.

In this trade you will not, of course, compete with the cheap cakes and chocolates, often made of wretched ingredients, and sold in enormous quantities, but, in most localities, there is a public for the best quality article, for household consumption, and nothing will earn you greater kudos, or more increase your goodwill, than a name for the supply of such goods, freshly made.

Nor need your clientèle be limited to the needs of your own neighbourhood, for these goods carry well by post.

I shall not go into this trade at length, because it is not difficult to learn from existing sources, if it is to be carried on, as it can be, upon simple and inexpensive

lines. There are some excellent instructions and recipes for cake- and chocolate-making in a book by Miss Manders.

If your taste lies in the direction of old furniture and antiques that trade is quite consistent with that of a period Hotel or Inn.

Let me say a few additional words on the subject of what the teetotallers call "adventitious attractions."

The Licensed House is, or should be, the centre of Village or Communal life, in any locality, and it is up to the proprietors to develop it along the lines best suited to their capacity, tastes, and opportunities.

If your genius lies in music or dancing, take those arts. Even mechanical music, gramophones, pianolas, are preferable to no music. If in games, you are sure to have some backing, and you must develop competition, by the formation of Leagues, handicaps, and the like.

Billiards, Badminton, Chess, Draughts, all lend themselves to this.

So, too, with outdoor games: bowls, lawn tennis, cricket, football (squash racquets and fives more seldom), quoits, and indoor bowling, each and all provide excuses for using your house as a rendezvous, and promoting convivial occasions.

Besides, they are a godsend to village life.

I have tested each and all, and am familiar with the difficulties of stirring up and sustaining enthusiasm. A great deal depends upon getting hold of the live men of the locality.

Fishing, too, if it spells falsehoods, also provides functions even more fruitful than the sport.

When the scientific form of eavesdropping known as "listening-in" is introduced into Licensed Houses, it should add to the gaiety of village life.

There are many other diversions, too numerous to mention, but, whatever your hand finds to do, do it with your might.

A very large proportion of the Licensed Houses in Great Britain cannot carry a living from the sale of the ordinary commodities provided in them.

Such houses are suitable for women proprietors, as, for instance, those whose husbands have to work elsewhere during the day-time.

Almost all the troubles that Licenses are heir to are due to idleness.

I should never place a young able-bodied man in such a house, unless he had other employment, or a hobby of which he made a profitable business.

Success in the management of Licensed Houses is dependent upon securing the right personnel for the right house, and this requires a nice judgment and ripe experience.

It is, obviously, advisable that this adventitious employment should, if possible, be ancillary to the business of innkeeping, as the aim of a licensee should always be to draw as much custom to his house as possible.

But, if the employment of the proprietor is such as might endanger the license, it should not be in his name, and he should be careful not to exercise it upon the licensed premises.

I am a very strong believer in the capacity and suitability of women as proprietors of some classes of houses, primarily, because they find much more work for idle hands to do than men, and enjoy doing it.

Almost all the qualities necessary for successful innkeeping are natural to some women, but, when all is said, the ideal is a combination, wherein the spouses are complements of one another, living happily together, with the fullest confidence in and appreciation of the work of each other, as was stated in the first chapter.

A great improvement in the general management of houses will take place when owners of houses realise the importance of training their tenants to a realisation of the full possibilities of their houses.

At present, many of those about to enter the Trade start with high ideals and enthusiasm and few practical notions of how they are to be realised.

The destruction of those ideals involves the loss of much else that could be turned to profitable use.

If I may presume to offer advice to you, as proprietors, it is that you should stick to your ideals at all costs, and never permit your initiative and imagination to become atrophied.

In conclusion, if the actuality of your trade differs from the ideals which you set before you at the outset, remember the words of Plutarch, in his essay on "The Tranquillity of the Mind"—

"Let us resemble the man who threw a stone at a bitch, but hit his stepmother, on which he exclaimed, 'Not so bad!'" Where will you find more practical philosophy?

CHAPTER XIV

TENANCY VERSUS MANAGEMENT

“ 'Tis education forms the common mind,
Just as the twig is bent, the tree's inclined.”

POPE, *Moral Essays*, Epistle I.

THERE was a preacher who used to say to his flock, when he came to something hard to decide : “ This, my brethren, is a difficulty, let us look it boldly in the face and pass on.” Not being so wise, I shall step in, and you can call me what you will. I venture to do so because, although we may all look through the same telescope, the perspective of each varies.

Houses under Management.—In Managed Houses, to which space does not permit of more than passing mention, the great art lies in striking the happy medium between proper supervision, at all or any times of the day or night, and a too constant attention, calculated to worry a man.

Moreover, it is important that the supervisor should have more knowledge than the managers, or they are not likely to pay much attention to him. Needless to say, such a man requires tact and observation in the highest degree, and firmness. Agreements are of great importance, and so is a reputation for fair dealing.

Seething discontent may be occasioned in a company by forcing on managers Agreements which contain clauses whereby the commissions earnable are almost negligible. Thus, it would be foolish to stipulate that, until a high gross percentage was earned winter and summer in a house, no commission would be paid.

In the few houses where such a stipulated percentage could properly be earned, consistent with good quality and fairness to customers, the manager might take very good care not to earn more for the Company.

Such hard and foolish terms, combined with low wages, defeat their own ends.

They decrease turnover and profits.

Another example of folly lies in forcing a manager to deal with particular traders at all times, for he will often thereby lose a chance of securing goods, such as vegetables and fruit, at a much lower rate, and, again, of securing a cash discount by paying on delivery.

No number of rigid rules, made by unskilled persons sitting round a table, will secure the desired end if the spirit of the managers is alienated.

Systems of management to suit all cases do not exist.

Very few such systems are good, and fewer still are well worked.

Given the ideal tenant, I prefer the Tenancy System, for there is something in "the surly sweetness of possession"; but, short of that, I plump every time for management for houses capable of receipts of £60 a week and over.

Certainly I have proved justification for this theory, in many and many a case in an experience extending over twelve or thirteen years, in all parts of the country.

Other factors of the highest importance in the success of Managed Houses are style, decoration, upkeep, and uniformity of tariffs, quality, service, all round knowledge and loyalty.

Failure in regard to any of these points, even in only a few houses, will, in the case of a company owning a number, damn the remainder.

The question whether it pays a Brewery Company better to let its houses to tenants, or place them under managers, is of the highest interest and importance, not only to the owner, but to the public.

It certainly does not admit of an affirmative or negative answer without qualification.

We can, however, narrow the issues of a highly controversial subject, by stating that Management, in a house taking less than a regular average of £40 per week, would not pay, as regards the individual house, so that, in certain country Breweries, tenancy is a *sine quâ non*.

Under a Tenancy System a Brewer gets the following advantages. His business is partially financed by his tenants. He need not spend so much on his house, in the way of upkeep, as he would have to do if he was holding out as the retailer. Since the tenant is working for himself, he will, presumably, work a little harder, a

little more economically, and take a little more out of the public, than if he were a manager.

Lastly, there is something in the argument that the public likes to think of the master of the house as a proprietor,—the individual,—and not as the servant of a corporation, which has neither a body to be kicked nor a soul to be damned, but this is not a very sound contention, and the mere fact that a man is a manager need neither render him an automaton nor eliminate his initiative.

True it is that, superficially, the Tenancy System seems to increase the number of interests vested in the Trade, but a man's employment is of far greater value to him than the small investment he may have in it; for, once in the Trade, he finds it very difficult to obtain employment outside it; therefore, the number and degree of interests may be said to be the same in either case.

Moreover, given an intelligently applied Management System, which involves a higher degree of skill, and opportunities of promotion for all employees, a better class of staff would be attracted, because any man works with better heart if he can, by effort, aspire to work in a thoroughfare, rather than stagnate in a cul-de-sac.

Again the Tenancy System is wasteful, first, because it prevents the improvement and development of the Licensed House, since the tenant's available cash is swallowed up by the purchase of archaic and useless effects, handed down from generation to generation. Second, because the ownership of multiple houses, under that system, brings none of the advantages possessed by multiple shops under a Management System, excepting in the sale of one or more excisable articles.

In the case of large groups of Licensed Houses, contained, more or less, in a ring fence area, the overhead costs of management would be moderate. The Brewer would gain about another 25 per cent. gross profit on his beer output; he would get, also, all the profits on spirits and on wines. He would gain more profit on both, and also on food and tobacco, minerals, etc., than the individual publican can, because he would buy and equip on wholesale terms.

From the public point of view it would be advantageous, because catering would be encouraged on a scientific scale, where it is possible at all.

The reason for this is that catering, requiring, as it does, considerable capital outlay, increased staff, and skill, does not pay unless the volume reaches a certain minimum. Efforts would, perforce, be made to reach that minimum. Moreover, this development coupled with technical education would result in more intelligent endeavours to suit the requirements of the public.

All my experience goes to prove that there is a great deal in this psychological standpoint, and I have found greater sustained keenness and efficiency where the trade is a mixed one.

Again, my experience shows that another fallacy, in fact, two other fallacies are exploded.

First, that the sale of other than excisable goods reduces the amount spent on liquor. If there is a slight *per capita* reduction, which I do not admit, it is more than made up by an increased total custom and larger sales of non-alcoholics. This was my invariable experience, extending over years, before, during, and after the war. In fact an increasing section of the middle classes is not catered for at all in taverns as they are.

Again, it is sometimes suggested that a manager is more likely to jeopardise the license than a proprietor, but there is nothing in that contention, for reasons which I have already indicated.

I have invariably found that where houses are altered so as to make them light, airy, warm, attractive, and beautiful, no matter in what neighbourhood, or with what class of trade, drunkenness, unseemly behaviour, and rowdiness are entirely absent, and *trade improved*. On the other hand, when the house became dingy, dark, and unventilated, the staff grew slack, the tone depreciated appreciably and trade fell away.

I tested this, not in a few, but in a hundred instances, perhaps.

If I am right, it follows, then, that any extra money spent on decoration, if tastefully applied, may be expected to bring in a direct return in a populous neighbourhood.

The trouble at present is, that money is often spent on expensive mouldings, and unnecessary and hideous trappings of all kinds, and that the average individual tenant is devoid of taste or housekeeping talents.

Tasteful decoration actually costs less, and lasts longer, where the right materials and colours are applied.

There are, of course, matters of policy to be considered. The local traders must not, and need not, be penalised very greatly by wholesale purchasing.

Again, there is the risk of a stronger Trades Unionism springing up, occasioned by an extension of Management Systems, but is this danger really serious, in these days of intensive competition for jobs?

Can any of the things that can be urged against the Management System really outweigh the advantages, both to Brewers and the public, as well as to the publican himself? If it is objected that many houses will show a loss under Management, the overwhelming majority of the shops of multiple shop-owning companies are controlled by managers, and none of those companies expects to earn a profit from each individual branch.

The real objection, in London, at least, is the fear of splitting the Trade, with the nightmare of prohibition or local option in the background, for there are most powerful vested interests affected, such as Brokers, etc. At present, Licensing Benches are opposed to management, for various reasons best known to themselves. If the political arguments are to prevail, the Brewers prefer to sacrifice an average of 25 to 30 per cent. gross profit, on an annual turnover, which is four, five, or six times as much as the capital invested in the houses by the tenant.

With a group of houses, widespread and expensive to run and supervise, and consisting of those rejected by Brewers, or those in respect of which a loss was being incurred, my Company earned the following net profits, and I give them purely for the purpose of reinforcing the strength of my arguments.

	1913	1914	1915	1916	1917	1918	1919	1920
	£	£	£	£	£	£	£	£
Paid-up Capital .	32,583	59,900	91,000	125,290	149,900	175,006	210,110	750,000
Net Profit . . .	4,646	6,500	9,134	15,116	13,862	16,734	42,367	71,917
Ratio of Net Profit to Capital .	14.25%	10.35%	10.03%	12.06%	9.24%	9.56%	20%	—
Dividend Paid .	5%	5%	6%	6%	6%	7%	7%	7%

NOTE.—1920 was the last Balance Sheet issued before my resignation. The results since, so far as they are of value as a guide, are partly due to special and temporary causes and partly to the different application of a system of management and therefore do not affect any of my contentions.

The Dividend paid in each year was the maximum allowable under the Memorandum of Association for the time being, and it must be understood that the earning of large profits was never the primary aim of the Company.

The net profits on the houses were very much higher, and the above results are arrived at after making ample allowance for depreciation, repairs, renewals, redemption of leaseholds, Directors' fees, and excess profits.

During the whole eighteen years, none of the houses under my control, or any employee in them, ever suffered a conviction for permitting drunkenness, or any other licensing offence.

This record cannot be wholly due to either good luck or good management. It was mainly due to the Management System, rightly applied.

No tenancy agreement, however unreal, or even bogus—and there are plenty of each kind—gives real control requisite for successful management, and, therefore, it cannot be said that the present Tenancy System gives the advantages of Management without its disadvantages.

A true Management System involves the principle of profit-sharing rather than co-partnership. If the human element is annihilated, it is bound to fail. Industrialists are beginning to realise this fatal defect of the Company System.

The business of real licensed victualling is difficult, and its obligations, particularly those relating to law, are exceedingly complex. The average licensee is not very learned, though very acute; he needs constant assistance and prompting on every-day problems that arise, if he is to keep out of trouble. Moreover, only under a Management can he be effectively roused from a drowsy habitude fatal to trade increase.

This can be effected, without offence, under Management, whereas under a Tenancy System it is often regarded as interference, until it is too late.

Perhaps I am biassed by experience, but how do Brewers explain the success that attended my venture, over so many years, in most unfavourable circumstances (compared with those which Brewers enjoy), over an unwieldy area, extending from Plymouth to Inverness, with the flotsam and jetsam of their leavings for houses?

But there may be many who will agree with the author of the *Biglow Papers* :

“ I don't agree with princerple,
But oh I du in interest,”

and if so perhaps the best evidence that Management pays is to be found in the many successful groups of Managed Houses to be found throughout the country.

This brings me to the final contention, which is the excuse for writing this book—if excuse there be—and that is, the need for increasing and developing education in our Trade, in the truest and most practical interests of the three parties interested in it, namely, the Brewers, or Owners, the Licensees, and the Public.

I daresay I have succeeded only in contributing to their merriment. If so—well, they need that !

Those who fail even to find that quality will perhaps agree with my Scottish secretary, who, when I remarked how dull my book was, comforted me by the rejoinder, “ Yes, but think how good it is for them ” !

APPENDIX

THE NATION'S FOOD EXHIBITION

"I sipped every flower."

GAY, *The Beggar's Opera*, Act I.

ACCORDING to the Catalogue, this was the greatest display of food supplies the world has ever seen.

The promoters might have gone further and claimed that they had improved upon Nature, for never before were the products of the soil so completely harnessed, or so many substitutes to be seen.

Here we found a galaxy of tinned milk, with "cats," in various conditions, weeping over, or smiling superciliously at, the crude product of the cow. The crude product was in the Exhibition, but it cost 6*d.* extra to look at the Model Dairy.

There was margarine, turned into pats that looked like butter, but guaranteed to contain no more than 10 per cent. of that old-fashioned substance, and it tasted excellent.

Custard powders, innocent of eggs, boot polishes, turtles turned into shaving soap—and excellent soap too as well as soup—and so on.

So, with the aid of our housing policy, shall we convert a C 3 population into a race of super-men (for everything in the Exhibition was called super-good), and make our England safe for democracy.

Let any cynic, who sought for food as our forefathers knew it, imagine the incense that would have arisen during the third week of the Exhibition had a quantity of crude food such as meat been released from the tinned and gelatinous and other bonds that held it. Yet there was also a great exhibit of fresh food, such as fish, etc. The freshness of the air at Olympia was remarkable.

So let us take the opportunity afforded by what was, in fact, a most wonderful display of goods, not likely

to be soon again repeated, to discuss shortly a few of those most novel, indispensable, and useful in the Hotel world.

No doubt I have omitted many exhibits of interest and merit, but, as the information is given solely in the interests of Hotel- and Innkeepers, and kindred traders, and without, in most cases, even the knowledge of the suppliers, I need not apologise. The selection can, at least, be claimed to be entirely unbiassed and uninfluenced, and so should be a convenience to those who omitted to visit the Exhibition, and an aid to the memory of those who did so.

At the end of this book will be found a list of the names and addresses of the concerns mentioned, and, in a separate column, the nature of their manufacture so far as it is likely to interest those concerned in our Trade.

FOODSTUFFS

Biscuits.—Among Biscuit Manufacturers were Huntley & Palmers, Ltd., Peak Frean, Ltd., and the French firm of Belin, as well as R. M. Scott of Ipswich.

Huntley and Palmers, Ltd., have a new and good cheese biscuit called Cornish Wafers, and well worth trying.

They told me that one of the largest individual sales was of the Breakfast Biscuit, or rusk. Certainly it is good, but one kind of cheese or butter biscuit becomes monotonous, and it is well to ring the changes.

Their Bath Oliver is also good, and it is made in two sizes. Fortt's, of Bath, the original makers of Bath Olivers, make this biscuit in a small size, a great advantage to caterers.

At Peak Frean's, Ltd., I saw nothing new that interested me, except a big development in sweetmeats, to which they give the generic name Meltis. The Meltis chocolate is already well known.

Belin's biscuits are excellent, and the fact that they are enclosed in various quantities, in a gelatinous substance called cellophane, is a great convenience to those who have refreshment-rooms. The English Agents are Maxwell, Plaistowe & Co., 8 Old Jewry, London, E.C.

R. M. Scott (Ipswich), Ltd., have good biscuits, and the miserable people who suffer from indigestion can try those called Malt charcoal.

Their address is Thorofare, Ipswich.

Cheeses.—Those who take the advice given in this book to give close attention to their cheese supplies will do well to write to, or visit, Messrs. Crowson & Son of 61 Charterhouse Street, Smithfield, E.C.1. Their Pommel Double Cream Cheese and their Dutacq's Camembert, Roquefort, and Port du Salut will do any high-class catering Hotel or Club credit, but especially the Pommel, which is put up in a quantity sufficient for one customer. The Camembert might advantageously be put up in a smaller size. This would increase its sale.

A first-rate Canadian cheese that will keep well is the "Kraft," and it is free from rind, so there is no waste.

Note, that the Pommel, in common with other Cream Cheeses, ought to be consumed within forty-eight hours of the time they are opened.

The St. Ivel people have an excellent new soft cheese which will become popular, if they change its name, which is, at present, Krèm-o-vite.

I believe it is a sour-milk, or partly sour-milk, cheese.

Messrs. Applin & Barrett & Co, Ltd., of Yeovil, market St. Ivel products.

Cigarettes.—Among Turkish Cigarettes, Messrs. L. & J. Fabian were selling their Eram Brand, and for those who are willing to pay the price, they certainly are equal to the best. Their address is 74 New Bond Street, W.1.

Cider.—Among Cider Manufacturers I noticed but one firm, but a very worthy representative of the industry, in John Symons, Ltd., of Totnes, Devon.

Curry, Chutney, and Indian Spice Merchants.—Among Curry Powders the "Nizan" is one of the best known, and Messrs. Veerasawmy & Co., of 11 St. Mary's Road, Canonbury, N.1, supply every kind of Indian delicacy, from Bombay Ducks upwards (or downwards according to your taste).

Ice-cream.—The Amso Cream Ice is a creditable attempt to provide first-rate materials for soda fountains. It is made by a British firm, and is stated to contain 30 per cent. of fresh cream, which is the maximum proportion possible in ice-cream.

Amso (1922), Ltd., have a model factory at 199 Harrow Road, Paddington, and they provide portable plant for shows, etc.

Milk.—The quantities of condensed and preserved milks on the market is bewildering. I saw some from Holland, which seemed as good as preserved milk ever is, and low-priced; and of the dried *Malted Milks* there were Horlick's, which is really nourishing, and Hooker's, which is made at Buckingham and seems to be excellent. Refreshment-rooms should contain one or other.

Mustard.—French Mustard and Condiments.

The English agents of Messrs. Grey, Poupon of Dijon are Messrs. Derrick & Mason, 33 Gordon Square, W.C.1.

Their products are invaluable in any kitchen where high-class cooking is aimed at.

Pâté de Foies Gras.—The Doyen Brand of Pâté de Foies was about the first, and if there is a better I am not aware of it. Messrs. Sormani and Boyd, Ltd., of 9 and 10 St. Mary-at-Hill, Eastcheap, E.C.3, are the sole agents for it.

Pies, etc.—Among preserved provisions, the products of Messrs. Edward Parsons & Son, who use the trade name of "Farmhouse" as a brand, can be recommended. They are specially useful for public-house and refreshment-room catering, and the quality is a long way above the average.

The luncheon pies ($\frac{1}{4}$ lb. size) are good cold, but they should be ordered *without gravy* if it is desired to "hot them up," in which case you will pour over them your own.

If you heat up the pies with cold gravy inside, the pastry will be ruined.

The Steak and Kidney Pies, and the Sausage Rolls, are also very good.

Another merit of this concern is that goods are only made after receipt of order, so that a standing order may be advisable.

The address is The Farmhouse, Irchester Village, Wellingborough, Northants.

Porridge.—Dr. Johnson described oats as a grain, in England fed to horses, in Scotland eaten by men; to which the Scotsman retorted, "And where will you find better horses than in England, or finer men than in Scotland?"

Porridge is rather a difficulty in Hotels, as the cooks delegated to cook it seldom allow it enough time. There is a substitute in Scott's Porage, a preparation which

owes its special advantages to the fact that the husks are removed, and that it is made in five minutes. The makers are A. & R. Scott of Colinton, Midlothian.

Raisins.—"The Sun-Maid Raisin Growers, Ltd.," had on view some attractive little raisins, both seedless and seeded, which would add to a pilaf, or a salad, or attract in a bon-bon dish to be eaten like salted almonds, throughout dinner. The Company issues a recipe book free. The food value of raisins is considerable. Every passenger ship should carry them, for they can be consumed in any condition of sea-sickness when other food is impossible.

The address is 59 Eastcheap, E.C.3.

Sauces.—Of Sauces, one of the best-known patent brands, Lea and Perrin's famous Worcestershire, was on show, also Mason's. Everyone stocks each of these.

I saw a rather less well known one that I thought subtle and excellent, and I have, since, tried it in stews, savouries, soups, curries, and hashes. It goes by the name of the Pytchley Hunt Sauce. The young person who served me called it "Pitchley," so I learnt a good deal at that stall!

The Pytchley Hunt Sauce is, appropriately, marketed by Reynard & Co., Ltd., 1 Griffith's Street, Liverpool.

Shortbread.—Veda Bread of Sheen Lane, East Sheen, S.W.14, had a very good shortbread, if you must buy instead of making it yourself.

Tea.—Lipton's put up a tea at 1s. 8d. in two-ounce packets. I was informed at their stand that the cost of doing so was about the value of the tea, ex the duty.

Turtle Soup.—Wherever Turtle Soup is mentioned the name of John Lusty is also stated. What is important is that you should make sure that you make it as Lusty makes it.

All Lusty's preparations are of the highest class. Address, John Lusty, Parnham Street, E.14.

OTHER EXHIBITS

Bacon Cutter.—A useful little instrument is a Bacon Rind Cutter, useful also for shredding oranges for marmalade. It is called a Kut-rynde, and is supplied for 1s. 6d. by The Kut-rynde Manufacturing Co., whose agent is Mr. T. Pugh of 1 Great Winchester Street, London.

You have to be careful to avoid letting it get rusty, and should, therefore, oil or vaseline it after cleaning.

Beetle Exterminator.—A satisfactory exterminator of beetles, cockroaches, etc., is “Exterpest,” which reduces their bodies to ashes, and yet is non-poisonous to human beings or domestic animals, nor does it mark premises to which it is applied.

It can be obtained from Smethurst & Meade, Ltd., of 16 John Dalton Street, Manchester.

Cleaning Materials.—A useful medium for cleaning electro-plate, silver, etc., is a blue cleaning wool called “Rubrite.” One of its advantages is that no paste or brushes are required; another, that very little effort is needed, and it does not smell or soil the hands.

A small quantity goes a long way and it is efficient.

It is distributed by The Selfsole Co., in cartons, price 1s. each, and their address is 153 Fleet Street, E.C.4.

Roo is a white, dry, mineral powder for cleaning not only plate, but glass, china, woodwork, marble, tiles, and even clothes.

It is pleasant to use, as it is a water softener.

The Staines Kitchen Equipment Co., Ltd., say that it is cheaper than either soda or soap.

Their address is 94 and 131 Victoria Street, Westminster, S.W.1.

Earthenware China.—In Earthenware China, Messrs. Dudson Bros., Ltd., had a good show; the patterns of dinner and tea sets were particularly good, while the lustre of china was well reproduced.

The edges were well rolled. Buyers should make sure that they are buying a stock pattern.

The address is Hope Street, Hanley.

Engineering Appliance.—In the Engineering or Appliance sections, which were really the most interesting from an Hotel point of view, there was an ingenious and useful glass *Cooking Measure* which saves the trouble of using scales in cooking. It claims to be heat-resisting and is easy to clean. It is graduated to measure liquids as well as solids, in ounces, breakfast cups, gills or tablespoons, etc.

The makers are Messrs. John Dowell & Sons, Ltd., Globe Works, Chatsworth Road, Clapton, E.5.

Gas Boiler.—The Gas-heated Boiler of Messrs. James Stott & Co., is fool-proof, and the water cannot be with-

drawn until it boils. Gas is full on only when water is being drawn. Water is boiled fresh from the main, and not boiled and re-boiled, and there is no danger of scalding from splashing.

The address of James Stott & Co., the makers, is 158 Queen Victoria Street, London.

Gas Globes.—Those who depend upon Gas Lighting may be glad to hear of a Gas Globe that is fire-resisting. The Globes have a rough opaque appearance in daylight, but when lighted the opaque appearance disappears, and the effect is to soften the light.

With the Gas Globe there is a mantle protector, and both are fire-proof.

If I had Gas Lighting I should instal these contrivances, and expect to effect considerable saving both in mantles and globes.

The makers are The Thermal Syndicate, Ltd., 28 Victoria Street, S.W.1.

Geysers.—Many Hotels have a deficient hot-water system, and where a new one cannot be afforded, a particularly satisfactory Gas Geyser is available in the Victor No. 1 for baths. The price is £16, and a practically continuous supply of hot water is assured, allowing perhaps five to ten minutes between each bath.

Elaborate arrangements by means of a safety automatic valve prevents the possibility of danger, and water cannot be turned on until the gas is turned on. When the water is turned off the gas is extinguished except for a by-pass burner. The locking chamber is ingenious and effective.

For sinks, there is a smaller but somewhat similar Geyser in the O Waterloo, the cost of which is £6 5s.

The makers are Messrs. Edgar, and their address is Blenheim Works, Lower Mall, Hammersmith.

Both these Geysers were shown by that very enterprising Company, the Brentford Gas Company, of High Street, Brentford.

This same Company also shows Mr. Thomas Potterton's of Balham, S.W., Victor Gas Boiler, which is in a portable form, and is fitted with a hot-water storage cylinder (or tank) flow and return connections.

For the circular type to store thirty-four gallons the price is £20 4s. 9d.

In addition, at the same stall there was a new and particularly efficient and useful Gas Cooker, called the Regulus No. 3.

The grids fixed in the oven give more room for cooking than is to be found in any other gas stove of the same size.

It is higher off the ground, and therefore avoids stooping to some extent. It is a gas saver, because the temperature can be raised to between 300° and 400° in from three to four minutes.

All the burners are fitted with gas and air adjusters, so that it can be adapted once and for all to any quality of gas.

The hot-plate is large, and the combustion is complete, so that there is no smell.

The burners provided are :

- 1 Simmering Burner,
- 2 Powerful Ring Burners,
- 1 Long Burner,
- 1 Extra Large Grill.

So that it is practicable for every type of cooking.

It is suitable, of course, only for a small house.

The suppliers are Messrs. Allen Johnston & Partner, High Street, Brentford.

Ham Cooker.—Messrs. James Stott & Co. are universally known in our Trade.

Among the latest and most useful of their appliances are a Patent Self-Regulating Gas-heated Ham Cooker and Food Steamer.

It cooks only one ham at a time and costs £8 10s.

Kettles.—There were two kinds of Kettles that struck me as useful.

The “Uwantit,” made by the Uwantit Company. It cannot fur, I understand, and the gas (or other heat) used is economised by its use. The patent lies in the disc which collects the fur. Those who try this Kettle should order it with copper bottom and sides. The four-pint size costs 7s. 6d., and the other sizes, larger or smaller, are in proportion.

The address is 20 Skander Road, Cricklewood, N.W.2.

The other Kettle is called the Turbine Kettle, and is put on the market by The Gassaver Cooker Co., Ltd., of 3 Crown Court, Old Broad Street, E.C.2.

The special contrivance in this Kettle consists of fins in the base which circulate the heat, giving it a more prolonged course, and confining all the heat where it is wanted. It does, in fact, boil in half the time of an ordinary Kettle and a four-pint in copper costs 12s. 6d.

Lamps.—For those who have not installed electric light or gas the Aladdin Lamp is the best and brightest for paraffin. It is safe and cannot explode, and the makers claim that though it gives a 60-c.p. light, it will burn over eight and a half hours on a pint of oil.

The brilliant light is produced by the application of the incandescent principle to paraffin.

The price is about £2 10s.

Laundry Plant.—For a small Laundry Plant there is nothing to beat the Thor Plant, to which I have given an ample trial in several houses.

It can be run by electricity from the nearest light socket.

If there is no possibility of bringing boiling water by means of steam direct to the machine, it can be gas-heated, and the gas-heating burner can be attached to any Thor Plant. The firm's motor ironer is automatic. The London address of the Thor Company is 8 Pancras Road, London, N.W.1.

Mangle.—A super-mangle, the "Brayknawt," supplied by Messrs. Green and Hughes, Ltd., Oldbury, Birmingham, is far the best mangle I have ever seen.

It is driven as easily as a sewing-machine, and has an adjustable chain drive which is noiseless. The rollers are thickly coated with rubber, so that buttons, etc., will pass through it without injury, and the most delicate fabric should never be injured.

The engineering advantages of the machine seem to be that the tension is automatically applied, and evenly distributed, so that no effort is required.

In construction, the driving-wheel is in such a position that full control is obtainable over the whole length of the rollers, and on both sides. Moreover, the driving-wheel is operated directly over the centre of gravity.

The cost is £9 9s.

Marking Ink.—Marking Ink and Stencils for marking Hotel linen are provided by Messrs. J. E. Marx of 39 Wolfington Road, West Norwood, S.E.27, and really

are indelible—so I am assured by users—if used on a flat surface with the Stencil brush held quite perpendicularly. Well brushed in, the marking is clear all the life of the linen. An effective permanent marking ink is very hard to obtain, and failure results in serious loss.

An ordinary Stencil costs about 2s. 6d., and the Ink from 1s. to 12s. 6d. per bottle, the Stencil brush 6d.

Parquet Floors (of Cork).—For those who think of installing Cork Parquet Flooring, which I consider excellent for any room where dancing is not required, quality matters a great deal. If there is a better than “Suberit,” supplied by Messrs. Charles Gould, Ltd., I do not know it. They were the pioneers of compressed cork, and, of course, supply it for all purposes, including bath-mats.

Their address is 125, High Holborn, W.C.1.

Petroleum for Cooking.—Where heating and cooking are done by petroleum, the B.P. is probably the best British stove.

By means of a heat-reflector a room can be warmed by it, no fumes arise, and the cost of running it is said to amount to only a halfpenny an hour. The price is £7 7s. for the Stove with an aluminium-lined oven.

I should advise anyone who wants a *multum in parvo* cooking appliance for a very small house, or as a secondary plant, to inspect one of these appliances.

There is, also, a petroleum-heated geyser just out, and it seems efficient. I do not know whether they have yet made one large enough for a bath. The one I saw supplied a sink.

The British Petroleum Co., Ltd., London House, 3 New London Street, E.C.3, are the suppliers to the Trade.

Pie-making Machine.—For meat and rapid pie-making, where uniformity is important, the Little Champion Pie and Tart Machine is almost indispensable.

The cost is £12, with one set of moulds and three dozen tins; and for larger sizes the prices are correspondingly higher.

The machine handles hot or cold paste, round or oval in shape, of meat or potatoes, fruit, mince-pies, tartlets, etc.

The new tins must be seasoned, at a low heat, before using.

The maker is John Hunt, Alma Works, Rasbottom Street, Bolton, Lancs.

Potato-peeling Machine.—That well-known Company,

Mabbott & Co., Ltd., have what I consider the best Potato-peeling machine. The peeling is done by friction, so the flavour is not affected, and the waste reduced to a minimum. It is on the rotary principle. They have also a capital frying range, with hot cupboard for storage suitable for canteens. Mabbott and Company's address is Phoenix Ironworks, Manchester.

Ranges.—In convertible combination Ranges for very small Inns, or small Public-houses, Messrs. Samuel Smith & Son, Ltd., Beehive Foundry, Smethwick, had an exceptionally interesting exhibit.

Small though the Range is—38 inches wide \times 50 inches high, the fire 11 inches actual, 15 inches above the side bricks, oven 16 inches wide \times 16 inches high \times 14 inches deep—it is wonderful how much cooking can be effected by an intelligent user on this Patent No. 2 Foresight Range.

The Range, by the way, is supplied with either right- or left-hand oven as desired.

The makers claim that this Range uses 50 per cent. less coal than an ordinary Range, and that it can always be relied upon for hot water because of its powerful high-pressure boiler.

The boiling of utensils is assured by the swinging hot-plate.

The coal consumption is regulated by an automatic movable canopy, and "slack" coal may be burned with more advantage than large.

The draught is also easily regulated by a sliding ventilator in the fret.

An extra hot-plate and close fire is obtained by swinging the trivet over the fire.

Although the makers claim that the fire is substantially made to stand hard wear, I should have preferred, possibly, to have seen the casting a little heavier for use in our Trade, but I am assured that this is unnecessary.

The flues are of cast-iron.

Lastly, the Range is instantly convertible from a closed to an open fire.

Refrigerating Plants.—Of Refrigerating Plants, which, by the way, are by no means equal in merit, I do not venture to suggest which are best, but Messrs. J. E. Hall, Ltd., Dartford Ironworks, Kent, have had long experience, and are of the utmost reliability.

Among small Refrigerating and Cold Storage Plants, of which there was a good exhibit, the "Apeldoorn," made in Holland, is a reliable and well-tried one.

The British representative is Mr. A. E. Young, 47 Dean Street, London, W.1.

Salamander.—A perfect Salamander ought to have a big sale, and a gas-heated one made by the Radiant Heating, Ltd., of 180 Arlington Road, N.W.1, is just what I have been looking for.

It is barely on the market yet, but it will be identified as "The Surface Combination Heating Salamander." It is 20 inches wide, 19 inches high, and 11 inches deep, and is quite adapted for grilling.

The heat is perfectly even, and the gas consumption is very low.

A Radiophragm takes the place of an ordinary Bunsen burner, and distributes the heat. No secondary air is required for complete combustion.

This is a really valuable toaster for counter cooking.

Slicer.—As a Slicer there is a very handy little implement, costing 2s. 6d., known as "The Dandy Knife."

It has both a paring and slicing blade, and it certainly does facilitate the peeling of potatoes, apples, cucumbers, and carrots; for slicing potatoes, for chopping, and for the really difficult business of slicing tomatoes, it is worth obtaining.

It will core apples, cut cabbage for pickling, and is useful in bean stringing.

The suppliers are Messrs. Harcourt Lawes & Co., 21 Lime Grove, W.12.

Soda Fountain.—With an excellent Soda Fountain that I found in the exhibit of Wilson's Soda Fountains (1921), Ltd., whose Head Offices are at Claremont Road, Rusholme, Manchester, it is possible to make eight gallons of soda-water for 6d. within ten minutes. True it is that it needs "rocking" afterwards, but this does not take long.

The appliance I liked best is their model, costing 105 guineas. It is fitted with eight syrup containers (total holding capacity nine hundred and sixty drinks at 2d. each), and two soda-water cylinders (capacity sixteen gallons).

One of its advantages is that an exact check can be obtained on the contents, and the exact quantity, no

more and no less, can be obtained from the glass containers, which are similar to those I recommend for the service of spirits from inverted bottles.

This Company recommend the Fruit Essence of Meadowcroft & Sons, Blackburn, as very good. They are stated to be made from first-rate crushed fruit.

The gross profits earnable are very high.

Strapping Device.—A patent Strapping Device is the "Agripta." It should entirely prevent pilfering, it makes old cases strong, avoids the use of nails, and is quick and easy to handle. The operation finishes with a seal.

The suppliers are Packers Supply Co., Ltd., 125 Pall Mall, S.W.1.

Thermal Dish.—A very useful article is the "Aladdin Thermal Dish" for retaining the heat of cooked food for two or three hours.

It is especially useful for keeping dishes hot for late-comers to meals, and avoids the use of spirit lamps, while it does not over-cook or dry up the food.

It consists of three parts, and of these you can, if you like, cook the food in the enamelled container.

The whole contrivance costs in nickel 45s., in copper 49s. 6d. The wholesale suppliers are Aladdin Industries, Ltd., 132 Southwark Street, S.E.1.

Toast-maker.—An electric Automatic Toast-maker is a boon to caterers in a large way of business.

All that is necessary is to place the slices of bread (muffins or crumpets, etc.) to be toasted in the slots at the top of the oven, press down two small levers—and leave it.

It is necessary to set a timer, and, when the time has expired, the toasting automatically ceases, and the current is switched off.

The largest size, which costs £40, makes 575 slices in an hour. A smaller size costs £30.

The distributors are Messrs. Oliver Brothers, 17 Dartmouth Street, Westminster, S.W.1.

Vacuum Cleaner.—The chief novelty of the Premier Electric Vacuum Cleaner is the sensitive beater device which gently beats the carpet. It seems to work well, and to be nearly fool-proof. The price with attachments is £15 15s. The suppliers are The Hotpoint Electric Appliance Co., Ltd., 21 Berners Street, W.1.

Ventilation.—An Air Purifier that cleans the air of a building or room is really more effective than electric fans as a means of ventilation. This is to be found in the “Vigoratair,” and it avoids draughts.

The makers are Messrs. Herbert Smethurst & Sons, Ltd., 16 John Dalton Street, Manchester.

Warming Cabinet.—What struck me as particularly useful was a Gas-heated Warming Cabinet, the nearest thing to a gas-heated hot-plate that will avoid the breaking of plates owing to the heat. Such a contrivance should be most useful when steam heating is not available.

The manufacturers’ address is Messrs. Mabbott & Co., Ltd., Phoenix Iron Works, Manchester.

Washer.—For those who do any of their domestic washing at home the “Skweze” Hand Washer is one of those small things whose usefulness far outweighs its price.

It is made of aluminium, and, besides being a very good washer, it saves the hands, as it has a knuckle protector.

The price is 3s. 9d., carriage paid, and the agents for sale are The Ediba Manufacturing Co., of Shaftesbury Road East, Hammersmith, W.

The same people supply the best and safest Can Opener I have yet seen.

Wash-up.—One of the most useful appliances in the Exhibition, for large Hotels and Restaurants, is the new Channel Race Patent Crockery-Washing Machine, with sorting and distributing devices.

It will wash up almost anything, and each article is placed in a specially and appropriately made receptacle, where it is firmly fixed so that it cannot be broken.

The in-rushing water race is so managed that the scum is chased into a corner, which it can never leave, and so there is no chance of using the same water twice over.

There are many other Crockery-Washing Machines, but there has never been one, in my opinion, in the same class as this one, for efficiency and economy. It will cleanse about three thousand pieces in an hour, and although the water is preferably heated by steam, gas will do.

The Modern Patent Cake and Pastry Cooker is another very good appliance.

The Staines Kitchen Equipment Co., Ltd., leads the field in most of the things with which it deals. The firm’s address is 94 and 131 Victoria Street, Westminster, S.W.1.

Wire-tying Machine.—A really first-rate Wire-tying Machine was exhibited, and it is the most rapid and effective instrument I have seen for wire strapping, and renders pilfering impossible, as the seal is positive, and every tie is perfect. It also strengthens any package.

The machine, which cannot be costly, is to be obtained from The Gerrard Wire-tying Machine Co., Ltd., of Dunster House, Mincing Lane, E.C. 3.

Wrench.—Another useful little contrivance is a Wrench which is self-adjusting, and ratchets on hexagon or square nuts. It does the work of five spanners and is made of steel.

There are three sizes, and the cost of each is 5s., 5s. 6d., and 10s. respectively.

These Wrenches can be obtained from The Perfect Patent Co., 195, High Street, Brentford, Middlesex.

COMPANIES AND FIRMS AT THE EXHIBITION REFERRED TO IN APPENDIX

Aladdin Industries, Ltd.	132 Southwark St., S.E.1.	Thermal Dish Lamps.
Amos 1922, Ltd.	199 Harrow Road, Paddington.	Ice-cream.
Applin & Barrett & Co., Ltd.	Yeovil (market St. Ivel products).	Cheese.
Belin Biscuits.	Agents, Maxwell Plaistowe & Co., 8 Old Jewry, E.C.	Biscuits.
Brentford Gas Co.	High Street, Brentford	Geysers, Gas Boiler.
British Petroleum Co., Ltd.	London House, 3 New London Street, E.C.3.	B.P. Stove.
Crowson & Son.	61 Charterhouse Street, Smithfield, E.C.1.	Cheeses.
Derrick & Mason.	33 Gordon Square, W.C.1.	French Mustard.
Dowell, John, & Sons, Ltd.	Globe Works, Chatsworth Road, Clapton, E.5.	Cooking Measure.
Dudson Bros., Ltd.	Hope Street, Hanley.	Earthenware China.
Edgar, William.	Blenheim Works, 23 Lower Mall, Hammersmith.	Geyser.
Ediba Manufacturing Co.	Shaftesbury Road East, Hammersmith, W.1.	"Skweze" Hand Washer and Can Opener
Fabian, L. & J.	74 New Bond Street, W.1.	Cigarettes.
Fortt's.	Milsom Street, Bath.	Biscuits.
Gassaver Co., Ltd.	3 Crown Court, Old Broad Street, E.C.2.	Turbine Kettle.
Gerrard Wire-tying Machine Co., Ltd.	Dunster House, Mincing Lane, E.C.3.	Wire-tying Machine.
Gould, Chas., Ltd.	125 High Holborn, W.C.1.	Parquet Floors.
Green & Hughes, Ltd.	Oldbury, Birmingham.	Mangle.
Hall, J. & E., Ltd.	Dartford Iron Works, Kent.	Refrigerating Plant.
Harcourt Lawes & Co.	21 Lime Grove, W.12.	Slicer.

Horlick Malted Milk Co.	Slough, Bucks.	Malted Milk.
Hotpoint Electric Appliance Co., Ltd	21 Berners Street, W.1.	Carpet Beating Appliance and Vacuum.
Hunt, John.	Alma Works, Ramsbottom Street, Bolton, Lancs	Little Champion Pie Machine.
Huntley & Palmers, Ltd.	162 Fenchurch Street, E.C.	Biscuits.
Johnston, A., & Partner.	High Street, Brentford	Gas Cooker.
Kut-Rynde Manufacturing Co.	Agent, T. Pugh, 1 Great Winchester Street.	Bacon Cutter.
Lea & Perrins.	3 Midland Road, Worcester.	Sauces.
Lipton, Ltd.	City Road, E.C.1.	Tea.
Lusty, John.	Parnham Street, E.14.	Turtle Soup.
Mabbott & Co., Ltd.	Phoenix Iron Works, Manchester.	Potato-peeling Machine, Warming Cabinet.
Macfisheries, Ltd.	Central Buildings, Blackfriars, E.C.4.	Oil (Koox).
Marx, J. E.	39 Wolfington Road, W. Norwood.	Marking Ink.
Mason, George & Co., Ltd.	Walham Green, S.W.6.	Sauces.
Meadowcroft & Sons.	Blackburn.	Fruit Essences.
Oliver Brothers.	17 Dartmouth Street, S.W.1.	Toast-maker.
Packers Supply Co., Ltd.	125 Pall Mall, S.W.1.	Strapping Device.
Parsons, Edward & Son.	The Farmhouse, Irches-ter Village, Wellingborough, Northants.	Pies.
Peek, Frean & Co., Ltd.	Drummond Road, S.E.16.	Biscuits.
Perfect Patent Co.	195 High Street, Brentford.	Wrench.
Potterton, Thomas.	Balham, S.W.	Victor Gas Boiler.
Radiant Heating, Ltd.	180 Arlington Road, N.W.1.	Salamander.
Reynard & Co., Ltd.	1 Griffith's Street, Liverpool.	Pytchley Hunt Sauce.
Scott, A. & R.	Colinton, Midlothian.	Scott's Porage.
Scott, R. M. (Ipswich), Ltd.	Thorofare, Ipswich.	Biscuits.
Selfsole Co.	153 Fleet Street, E.C.4.	Rubrite.
Smethurst, Herbert, & Sons, Ltd.	16 John Dalton Street, Manchester.	Air Purifier.

Smethurst & Meade, Ltd.	16 John Dalton Street, Manchester.	Beetle Exterminator.
Smith, Samuel, & Sons, Ltd.	Beehive Foundry, Smethwick.	Ranges.
Sormani & Boyd, Ltd.	9-10 St. Mary-at-Hill, Eastcheap, E.C.3.	Pâté de Foies Gras.
Staines Kitchen Equipment Co., Ltd.	94-131 Victoria Street, S.W.1.	Roo, Wash-Up, Cake and Pastry Cooker.
Stott, James, & Co.	158 Queen Victoria Street.	Gas-heated Boiler, Ham Cooker.
Sun-Maid Raisin Growers, Ltd.	59 Eastcheap, E.C.3.	Raisins.
Symons, John, Ltd.	Totnes, Devon.	Cider.
Thermal Syndicate, Ltd.	28 Victoria Street, S.W.1.	Gas Globes.
Thew, Hooker & Gilbey, Ltd.	Buckingham.	Malted Milk.
Thor Co.	8 Pancras Road, N.W.1.	Washing Plant.
Uwantit Co.	20 Skander Road, Cricklewood, N.W.2.	Kettle.
Veda Bread, Ltd.	Sheen Lane, East Sheen, S.W.14.	Shortbread.
Veerasawmy & Co.	11 St. Mary's Road, Canonbury, N.1.	Curry, etc.
Wilson's Soda Fountain (1921), Ltd.	Claremont Road, Rusholme, Manchester.	Soda Fountain.
Young, A. E.	47 Dean Street, W.1.	Agent for Apledoorn Refrigerating Plant

**THE FOLLOWING COMPANIES AND FIRMS ARE
MENTIONED IN *THE ART AND PRACTICE*
OF INNKEEPING**

- A.B.C. Guide, 15 Fetter Lane, E.C.4.
 American Cockroach Co., 124 Southwark Street, E.C.1.
 Army & Navy Co-operative Society, Ltd., Victoria Street, S.W.1
 Balkan Cigarette Co., Ltd., Edward House, Rephidim Street,
 Tower Bridge Road, S.E.1.
 B. & B. Machine Co., Ltd., 36 Camomile Street, E.C.
 Barclay, Perkins & Co., Ltd., Park Street, Southwark, S.E.1.
 Bass, Ratcliff, & Gretton, Ltd., Burton-on-Trent.
 Beaver Boarding Co., Ltd., 133 High Holborn, W.C.1.
 Bergère Frères et Cie, Regent House, Regent Street, S.W.
 Bewlay & Co., Ltd., 40 Bishopsgate, E.C.2.
 Bissell's Sweepers, Army & Navy Co-operative Society, Ltd.,
 Victoria Street, S.W.1.
 Booth's Distillery, Ltd., 55 Cowercross Street, E.C.1.
 Bradshaw Guide, Bradshaw House, Surrey Street, W.C.2.
Brewers' Journal, The, Eastcheap Buildings, E.C.3.
Brewing Trades Review, 13 Little Trinity Lane, E.C.4.
 British Queen Fuel-less Cookers, British Utility Co., Utility
 House, 89 Newman Street, Oxford Street.
 Buchanan, James, & Co., Ltd., 26 Holborn, E.C.1.
Caterer, The, Caterer Publishing Co., 59 Chancery Lane, W.C.2.
 Coalbrookdale Ranges, Coalbrookdale Co., Ltd., 1 Berners Street,
 W.1.
 Colman, T. B., and Sons, King Street, Brighton.
 Cotton, John (of Edinburgh), 1b Albemarle Street, W.1.
 Deinhard & Co., 6 Idol Lane, E.C.3.
 Dewar, J., & Sons, Ltd., Haymarket, S.W.1.
 Domes of Silence, 1920, Ltd., 5 Lloyd's Avenue, E.C.3.
 Empress Cowl, Ewart's Patent, Ewart & Son, Ltd., 346 Euston
 Road, N.W.1.
 Freeman, J. J., 2a Hay Hill, W.1.
 Fribourg & Treyer, 34 Haymarket, S.W.1.
 Gaskell & Chambers, Ltd., 113 Blackfriars Road, S.E.1.
 Gonzalez Byass & Co., Ltd., 74 Gt. Tower Street, E.C.2.
 Guinness, A., & Son, & Co., Ltd., St. James's Gate, Dublin.
Harper's Wine and Spirit Gazette, 39 Crutched Friars, E.C.3.
 Hoover Suction Sweeper Co., Ltd., 288 Regent Street, W.1.
Hotel Review, 18 Bedford Row, Holborn.
 Huntley & Palmers, Ltd., Reading.
 Imperial Tobacco Company, Ltd., Dingley Road, City Road, E.C.,
 and branches.

- Jameson, J., & Son, Ltd., 7 Mark Lane, E.C.3.
 Knight, Charles, & Co., Ltd., 227-239 Tooley Street, S.E.1.
 Lamson Paragon Supply Company, Ltd., 132 Cheapside.
 Lever Bros., Ltd., Port Sunlight.
 Lewis, R., 20 St. James's Street, S.W.1.
Licensed Victuallers' Gazette, 81 Farringdon Street, E.C.4.
 Lockerbie & Wilkinson, Ltd., Tipton, Staffs.
 Lumley, L., & Co., Ltd., The Minorities, E.1.
 Mackie & Co., Ltd., 258 High Holborn, W.C.1.
 Mander Brothers, Wolverhampton.
 Medici Society, Ltd., 7 Grafton Street, W.
Mine Host, 53a Shaftesbury Avenue, W.1.
Morning Advertiser, 127 Fleet Street, E.C.4.
 National Cash Register Co., 225 Tottenham Court Road, W.1.
 Nautilus Grate, Nautilus Fire Co., Ltd., 60 Oxford Street, W.1.
 Negretti & Zambra, 122 Regent Street, W.1.
 Page & Pratt, Ltd., 151 Gt. Saffron Hill, E.C.1.
 Power's Whisky London Agents, Trower & Sons, St. Mary-at-Hill House, 38 Eastcheap, E.C.3.
 Remarchar Colloid, *see* Messrs. L. Lumley & Co., Ltd.
 Ripolin, Ltd., 3 Drury Lane, W.C.2.
 Smith, Major & Stevens, Ltd., 7 Bolan Street, Battersea, S.W.11.
 Tricity House, 50 Oxford Street, W.1.
 Watney, Combe, Reid & Co., Ltd., Stag Brewery, Pimlico, S.W.1.
 Waygood-Otis Co., Ltd., 54 Fetter Lane, E.C.4.
 "Westminster" Gas Range, Gas Light & Coke Co., Horseferry Road, S.W.1.
 Whitaker's Almanac, J. Whitaker & Sons, Ltd., 12 Warwick Lane, E.C.4.
 Whitbread & Co., Ltd., Chiswell Street, E.C.1.
 Williams & Humbert, 38 Mincing Lane, E.C.3.
 Woodcliff, Ltd., 33 Southwick Street, Paddington, W.
 Worthington & Co., Ltd., Burton-on-Trent.
 Young, Austen & Young, Advisory Engineers and Contractors, Arthur Street, Leicester.

ADDENDUM

BY MAJOR F. H. AUSTEN, A.M.I.MECH.E.

Laundry.—One can say it is not worth while setting up a Laundry in an Hotel which has less than a hundred bedrooms and Restaurant, etc., as it would not be a paying proposition, and the question in any case requires to be studied very carefully, because it is often cheaper to put laundry out, in view of the fact that Companies will take Hotel washing at a very cheap rate to fill up their bigger plant.

The Hotel Laundry plant should comprise appliances for dealing with the general items only in Hotel linen—which do not require special appliances—such as table, service bed linen and blankets; in other words, guests' personal laundry always pays for sending out, as such things as collars, for instance, require special machines.

Therefore a Hotel Laundry plant of medium size should have a calender (steam ironer) large enough to take blankets, viz. 108" size, table-cloths and sheets. There should be a few electrical or gas-heated irons provided for the smaller service and bedroom linen. Two washing machines, one for table linen and one for sheets. One washing machine for blankets alone, as the parts in this machine which come into contact with the blankets are made solely of wood. A soap and soda boiler. Two hydro extractors. One pair of hand washing tubs and scrubbing-boards. A drying machine or steam-heated drying closet with fan and sliding drying horses. Plenty of tables, racks, etc.

The Laundry should be arranged so that the delivery is made in one room where the sorting is done, distributed through in the series of operations in the correct order, going into the despatch-room, thence distributed to the Hotel linen storage-rooms.

An efficient organisation to ensure a careful check on receiving, despatching, and distributing, must be organized and the running costs should be continually watched and checked.

If Laundry is done outside the Hotel, the receiving and despatch, room should be arranged so that the Laundry vans or lorries can be drawn right up to the door, and if the latter can be arranged on the ground floor at the back of the Hotel, it has been found that this position has great advantages.

The question of the Hotel Laundry, the arrangement of it, the make and design of the individual main appliances above mentioned, together with the provision of subsidiary appliances, care of linen, the provision of a properly equipped sewing-room, and issue control from the linen-rooms and cupboards—desirably equipped with heating coils—must be decided according to the type and size of the Hotel and prevailing circumstances.

MISCELLANEOUS

BY THE AUTHOR

WHERE a Proprietor can afford to keep a stock of Whisky in wood it should be matured in a sound, sweet Sherry cask.

Licensees who become Treasurers of Christmas or Sharing-Out Clubs undertake a serious responsibility.

It is advisable to draw up strict rules and to provide that the signatures of at least two members are necessary for any payment in or out.

In my opinion, it is unwise to restrict the expenditure of the money to the House of any member of the Committee.

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